



Meeting	Performance & Resources (Fire & Rescue)	Agenda Item	
Meeting Date	29.01.18	Report Number	
Report Author:	Mark Stagg		
Presented By	Mark Stagg		
Subject	Cultural Change in ECFRS		
Type of Report:	Information		

RECOMMENDATIONS

1. That the contents of the report are noted and confirmation that the next steps described address the expectations of the Authority.

BACKGROUND

In September 2015 an Independent Cultural Review (ICR) of Essex Fire and Rescue Service (ECFRS) was published authored by Irene Lucas CBE. The action to undertake this review was at the request of the Essex Fire and Rescue Authority (EFRA). The review highlighted a broad range of issues and was hard hitting in terms of findings and descriptors applied to the ECFRS and the Authority. It addressed a number of key themes:

- Vision, values, strategies and plans
- Governance and leadership
- Relationships, roles and responsibilities
- Valuing people and challenging poor performance and behaviour
- Learning, development and promotion
- Communication and engagement

The review culminated in 35 recommendations as at Appendix 1 and these were accepted in full by the Fire Authority.

The first of these was the appointment of an external Expert Advisory Panel (EAP) to provide strategic advice. The panel was appointed in October 2015 and details are at Appendix 2.

The panel worked with the service until September 2017 on a broad range of issues and maintained oversight of progress against the recommendations and more broadly on cultural change within ECFRS and EFRA. Sir Ken Knight also maintained independent

oversight on the work of the EAP and reported periodically. This met the requirements of Recommendation 35.

OPTIONS AND ANALYSIS

2. This report describes the high level key actions and changes implemented or underway to address the concerns raised in the ICR and outlines the way forward. This is presented against the key themes. The full Action Plan as originally created is produced at Annex A. In addition ongoing work is detailed to continue the cultural change process. In addition to the steps below, a People Strategy which aligns with the wider NFCC workforce strategy has been developed which encompasses all below.

- **Vision, values, strategies and plans**

Recommendations 2 & 3 involved engagement of staff in the development of Vision, Values, Strategies and Plans.

Actions: A large number of workshops were conducted across the service to review the Options of Change for programme 2020, this included specific work with the Trade Unions. Further meetings and workshops explores the Vision and strategy including the design of a 'Strategy on a Page'

A workshop focused on the values. This workshop took all of the feedback and themes gathered from the previous sessions, as well as feedback from operational staff unable to attend, and together with inputs from attendees on the day, draft values statements were created and subsequently approved by the SLT. These statements are effectively written by our people for our people.

Next Steps: The Managers monthly briefing updates attendees on progress against strategy and plans. The Your Voice meetings and site visits by SLT members progresses this work. SLT members and their direct reports produce business plans for Service and these are the subject of joint workshops to ensure prioritisation and progress made are tracked in a shared common format.

- **Governance and leadership**

Recommendation 5 – 12 concerned visibility, profiles and performance monitoring by the FRA and the management structures within ECFRS. Also change engagement.

Actions: FRA members underwent a programme from the Society of Local Authority Chief Executives (SOLACE). The EAP provided guidance on principles for a new management structure. The Service management teams of SMB and SDB were merged to form the SLT and address concerns raised in the report of a disconnect between these management groups. Management Reviews 1 & 2 across the Service have rationalised the structure to flatten and reduce hierarchies. In addition the Rank to role project has reduced the operational hierarchy levels from 11 to 7. Change agent development has been progressed including management briefings, leadership forum, covering issues such as reward and recognition, engagement, and unconscious bias have been progressed. In addition regular BLOGs and service updates and briefing have been delivered through the intranet.

Next Steps: The PFCC of Deputy has been present and spoken at all management briefings. In addition meetings with Trade Unions and the PFCC have been set up

and allow meaningful dialogue between the Authority and staff representative groups. Leadership forums are in planning for coming months which will incorporate external inputs on topics including innovation, communicating/listening, performance, relationship management.

- **Relationships, roles and responsibilities**

Recommendations 13-18 concerned breaking down barriers between various groups, in particular Whole Time and On Call firefighters.

Actions: At all meetings and wherever possible across training events staff from all areas have been attending to facilitate shared learning and removal of barriers. Core hours project seeks to establish common learning process for new firefighter for the initial 'safe to ride' component of training. This can be delivered to crews combined irrespective of contract of employment. There has been considerable work completed on the Dignity at Work agenda including the co-authoring of the Dignity at Work Policy with all Trade Unions and the training of Dignity at Work advisors to act as peer support in the service and de-fuse potential situations. The trade dispute has been resolved and JNCC meetings underway with all rep bodies.

'A day in the life' programme has been implemented that allows employees to experience a working day in a colleague's role and location. This has been very well received.

Next Steps: as part of a new recruitment programme, the service has undertaken a deliberate programme of recruitment directly from the on call workforce into whole time positions. This will see 18 such recruits working on whole time fire stations as fully competent staff by March 2018.

The service is initiating a Professional and Inclusive workplace programme which will tap into staff at all locations through a planned programme of visits to enquire how best to prepare the service for new recruits (35% change in workforce over next 3-5 years). This will use appreciative inquiry methodology and be seeking to answer the questions:

- a. What does a professional workplace look like?
- b. What does an inclusive workplace look like?
- c. How do we make ECFRS an employer of choice?

This team will aim to visit all locations but will focus at first on those where new recruits are taking up post. From this our approach will be defined in line with the Dignity at Work policy with employees at all locations having a role to play

- **Valuing people and challenging poor performance and behaviour**

Recommendations 19-24 concerned resolving perceived unfairness of discipline and grievance procedures, Diversity and inclusion and recognition and reward of employees.

Actions: Longstanding suspensions and disciplinary cases resulting from legal cases of alleged historical abuse have been resolved with all staff except one returned to the workplace. The last employee has exited the service.

ACAS have completed a programme of workshops with all rep bodies to examine the perceived shortcomings of the Grievance and Discipline processes. This was followed by a published report to all parties from ACAS and subsequent meetings with all parties.

The service has led on the co-authoring of the Dignity at Work Policy with all Trade Unions and the training of Dignity at Work advisors to act as peer support in the service and de-fuse potential situations.

Staffordshire FRS were visited to look at their rapid mediation service but this has now been discontinued. The HR Team is working with other Local Authorities to develop a joined up proposal for delivery of mediation within ECFRS.

The service implemented an annual celebrating our people awards ceremony where the contribution of colleagues was nominated and recognised by the workforce.

New Inclusion and Diversity lead appointed – Nikki Geaves and inclusion and diversity group established.

Next Steps: The dignity at Work advisors will be communicated to the service and their roles as a potential first point of contact and a listening ear.

ACAS will be facilitating a joint workshop with service staff and all rep bodies to define how the D&G process can be managed better. Already feedback from the ACAS report is bearing fruit with the numbers of formal grievances on a downward trend. Mediation and investigation training will be procured for all existing managers and will form part of the standard offering to all new managers.

The Professional and Inclusive workplace programme will seek to carry this work forward and engage with all employees in creating a workplace where all can bring their whole self to work.

In addition to the Annual Reward and Recognition process a throughout year reward process open to all colleagues and nominated by any employer is being commenced in January 2018. This will be directly linked to the service values.

All of the recognition process designs were informed by extensive dialogue with employees across levels and locations.

The service will be finalising work with a film production company to produce a developmental video that talks to the benefits and virtues of working in the FRS but will also highlight the risks and consequences of poor and inappropriate behaviour.

- **Learning, development and promotion**

Recommendations 25-31 concerned development of staff and in particular managers and leaders. Revising the promotional process to make more transparent and fair as well as addressing a broader skill set.

Actions: Competency framework and appraisal system overhauled and simplified to replace quality but complex system in place. A new Talent Pool process established following development dialogue with EAP. Process has clarity over application, sift, assessment and development. Initially run as part of promotion process for over 50 managers, the process has met with consistent positive feedback on fairness, appropriateness and relevancy. Management and Leadership skills were a priority in the assessment and technical areas were addressed within role specific components. Developmental feedback for all applicants has included follow up actions. A management development programme leading to ILM level 3 and Level 5 qualifications has been procured, developed and is now in delivery. This incorporates self-awareness diagnostics to improve self-awareness and relationship management.

Now beginning the second phase the process will run cross all of the service and will seek to address business continuity and succession planning for key functions and roles. Alongside a recruitment process is under development to bring in as well as bring on talent.

A Cadre of ILM Level 5 qualified coaches has been established within the workforce and coaching for development is underway.

ECFRS has secured accreditation as a JESIP and Skills for Justice training establishment.

Next Steps: Appraisal is now a key component of the talent process as well as being directly connected to Team, Directorate and Business performance. Over the next 12 months this process will be reinforced within expectations of managers and employees. The advent of HMICFRS will lend focus on this as well as the development of all people and we have the right building blocks in place to meet this. Recruitment of new firefighter for the first time in 9 years provides a great opportunity to address both diversity challenges and promote ECFRS as an employer of choice. The service remains committed to seeking external accreditation and marketable qualifications wherever possible for all training and development. Part of this includes the intention for attain ILM centre accreditation.

The service is now seeking to collaborate with other blue light partners, in particular Police and Ambulance, in the development of a cross sector leadership programme. The service also funds a broad spectrum of wider professional development and will seek to integrate this to succession and talent pool processes as default. Managers are being developed as change leaders with a commitment to delivery as well as staff engagement.

The appointment of a new CFO/CEO from a non-operational background is also The diagnostic of the service as a learning organisation is an outstanding action placed on hold whilst immediate L&D needs were addressed.

- **Communication and engagement**

Recommendations 32-34 addressed corporate style, branding and most importantly clarity and quality of communications and engagement.

Actions: The service has achieved considerable progress here with our communications strategy and delivery considered an exemplar of good practice. There are weekly news pages, CFO and PFCC blogs as well as publication of all meeting papers from Service Leadership and Fire Authority. The service also streamed on line FRA meetings including feedback from EAP.

The service strategy and an easy to display strategy on a page have been produced and are evident across service locations. Special briefs have been set up in support of on call colleagues as well as videos on line and on display describing various service activities and safety messages. The service has carried out 3 years of staff engagement surveys and in the 2017 report, looking at 2016, engagement was up 6% with positive movement against 70% of indicators and only 10% still showing challenge. Participation was also up but still remains at less than 50% of workforce. Management briefings, leadership forum are regularly delivered and 'Your Voice' employee forum has been conducted at locations across the county

Next Steps: Revision of all corporate branding is underway and the revision of the Service intranet to be implemented later. The staff survey is due for renewal and there is a national (NFCC) review underway to consider the benefits of a cross sector survey. If this does not occur, there is merit in considering joining the Civil Service survey which is delivered across 350k employees over many departments including Border Force and HMRC which would provide interesting benchmarks. This will be addressed by a separate paper.

The PFCC has continued and enhanced communication with all stakeholders including a programme of visits, delivery within managers briefing, blog and rep body engagement. This will only serve to improve workforce engagement and

understanding. The Communications department are working with HR on a recruitment campaign that will promote positive action and seek to present the image of the fire service as an employer of diversity and choice. A style guide for all service communications and documentations is also in plan.

All documentation for Authority meetings are published and the Police, Fire and Crime panel meetings are audio broadcast on line.

BENEFITS AND RISK IMPLICATIONS

3. Benefits of maintaining direction of travel and building impetus for cultural change are that ECFRS can move into position as leading service within sector. Much of the content of the Cultural Review reflects issues common to other services and was identified in the Thomas review carried out earlier (although published subsequently). The commitments and engagement of employees as it grows can only enhance the service to the public in terms of effectiveness efficiency and people processes, key areas for HMICFRS/

Risks are that failure to continue progress may lead to breakdown in industrial relations, reduction in workforce commitment and performance, failure to attract and retain talent and loss of public reputation.

FINANCIAL IMPLICATIONS

4. All measures are contained within existing budget.

EQUALITY AND DIVERSITY IMPLICATIONS

5. Nil

WORKFORCE ENGAGEMENT

6. All processes fully communicated throughout including Trade Union engagement.

LEGAL IMPLICATIONS

- 7.

8. Nil

Annex A

Independent Review Action Plan – January 2018



o.	Review Recommendation	Report Context	How will this help to change our culture?	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
1	<p>An external Expert Advisory Panel with a range of skills and backgrounds, and accountable to the FRA, should be appointed as soon as possible to provide strategic advice to the organisation for the next 24 months. The Panel will comprise senior people, experienced in addressing challenging organisations who will provide strategic advice to the FRA and senior officers on the leadership and change now needed.</p>	<p>Leadership clearly important in determining effectiveness of culture change.</p>	<p>Independent oversight of change process and external validation and challenge to the Authority, the Service, senior managers, representative bodies and staff.</p> <p>Visible emphasis placed on the importance of the values work stream within the Authority's 2020 Programme.</p> <p>Staff can see decisive action and feel reassured to cultural change is being managed and that the advice of independent experts is shaping that change.</p>	<p>1 Seek agreement of Essex Fire Authority to appoint external Expert Advisory Panel</p>	1	A/CFO	As identified in EFA/081/15	October 2015	<p>Complete</p> <p>Essex Fire Authority (EFA) supported the recommendation to appoint an external Expert Advisory Panel (EAP) on 7th October and first meetings held with Members, Officers and some representative bodies on 8th October.</p>
<p>2 Establish mechanism for appointing additional members external Expert Advisory Panel</p>				1	A/CFO	As identified in EFA/081/15 & EFA 097/15	November 2015	<p>Complete</p> <p>Arrangements established in principle by EFA on 7th October. Further appointments to the EAP proposed to the first meeting of the PO HR committee on 17th November 2015.</p>	
<p>3 Establish governance arrangements to ensure Fire Authority oversight and scrutiny to the delivery of the work programme required to improve the culture within ECFRS'</p>				1	A/CFO	As identified in EFA/081/15 & EFA 097/15	November 2015	<p>Complete</p> <p>Arrangements established in principle by EFA on 7th October. Monthly meetings of the PO HR committee established from 17th November 2015.</p>	
<p>4 a) Establish what internal Service capability is necessary to support the work of the EAP over the term of activity. b) Establish what independent capability is necessary to support the work of the EAP. c) Establish what independent capability is necessary to support the role of the PO HR Committee</p>				1	A/CFO	Values work stream co-ordinator As identified by the Chairman of the EAP	October 2015	<p>Complete</p> <p>The Authority has approved project support for the EAP (Jim Owen) and also Member support (seconded Member Services officer). In addition, an internal project co-ordinator has been appointed.</p>	
<p>5 The relationship between the Fire Authority, Service Managers and the Expert Advisory Panel to be defined</p>				1	A/CFO	Within existing resources	December 2015	<p>Complete</p> <p>Governance arrangements between the Fire Authority, Service Managers and the EAP approved by the PO HR committee on 10th December 2015.</p>	
<p>6 Communications plan and protocols to be defined</p>				1	A/CFO	Within existing resources	August 16	<p>Complete</p> <p>Corporate Communications Strategy and Engagement Strategy has been finalised and approved by Service Leadership Team.</p> <p>The strategy includes our approach to Essex Fire Authority: ensuring that elected members of the EFA are more visible to employees and that relevant, timely communications are shared.</p> <p>Published elected member profiles. Currently working with new members to publish their profiles.</p>	
<p>7 'The EAP should give regular updates and feedback to the Fire Authority (complementary and in addition to the 'progress report' identified in the original review report). This feedback will relate to the Authority/ Service's progress in delivering its action plan but also in relation to wider - and less tangible - aspects of culture change that are more qualitative and strategic. This accords with the overarching function of the EAP described in this recommendation 'to provide strategic advice'.</p> <p>Where the EAP considers that progress is not being made or where there are concerns then these should be brought to the attention of the Authority through the appropriate political and governance arrangements.</p>				1	EAP	Within existing resources	September 2017	<p>Complete</p>	

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2	A cross section of staff should be involved and engaged in the development of the vision, values, strategies and plans to bring a whole organisation perspective to the processes and to engender a sense of ownership.	'Increased visibility, consultation and communication, whilst consulting and engaging staff and their representatives appropriately during periods of change, demonstrating a willingness to listen and act accordingly to allay fears.'	<p>Staff should feel involved and empowered and see how they influence the future of the Service. Staff 'own' the future service deliver approach.</p> <p>Staff engagement levels should rise</p> <p>Engagement strategy outcomes indicate the values are being demonstrated by all</p> <p>Engagement strategy outcomes should show people are clear about the vision, strategy and their role within it</p> <p>Employee relations should improve</p>	1	1	Director HR&OD	£2k initial budget for 'Your Voice'	December 2015	<p>Complete</p> <p>Your Voice Employee Forum now has 55 members from across all areas of our Service.</p>
				2	1	Director HR&OD	Potential for payment to 'On Call' personnel Remainder within existing resources	December 2015	<p>Complete</p> <p>The External Advisory Panel (EAP) has decided that a sub-group of Your Voice Employee Forum, to directly liaise with our workforce, will not be necessary.</p> <p>The EAP will be invited, as well as Members of Essex Fire Authority, to every second Your Voice session.</p>
				3	1	Director HR&OD	Within existing resources	November 2015	<p>Complete</p>
				4	1	Director HR&OD	Programme 2020 Within existing resources	October & November 2015	<p>Complete</p> <p>Creative thinking: Options Development workshops have been held with managers and staff across the county.</p> <p>A series of Trade Union workshops have been held and opportunities for all staff representatives to engage in developing an understanding in the current/future operating context and assist in contributing to the development of options.</p>
				5	2	Director of Transformation	£5,000 budget requested	June – Dec 16	<p>Complete</p> <p>Over the last three months seven employee focused workshops have been held at different locations in the County, and more than 150 staff from across our Service have got involved in the development of the Service Strategy and the new proposed set of values.</p> <p>Most recently a workshop facilitated by Director of Transformation Mark Stagg and Nic Crisp of Head and Heart Leadership focused on the values. This workshop took all of the feedback and themes gathered from the previous sessions, as well as feedback from operational staff unable to attend, and together with inputs from attendees on the day, draft values statements were created.</p> <p>Following the Service Leadership Team meeting on 26 July, these statements were approved and will be used as part of the rollout of the Service Strategy.</p> <p>Work has begun to support the production of a professional designed Service Strategy to go to the September Essex Fire Authority meeting.</p>

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3	Ensure that all staff understand their role in delivering the strategy by making the strategy simpler with a concise summary that can be prominently displayed.	The review found that whilst there was understanding of the vision and the values of the organisation there was no belief in either and the behaviours of the organisation did not model the values. There was poor awareness of the strategic plans and a sense that the document was unimportant to the majority of the workforce.	Build on aspects for the review which highlighted good understanding of strategy. Through IRMP options process, staff and will have had an opportunity to influence communication of vision, ensure a further developed understanding of the vision and consequently their role in it. As we deliver difficult change decisions staff and their representatives should feel more involved, thus minimising the risk of disengagement and possible industrial action.	1	Write a Service Strategy 2016 to 2020 document that provides a clear narrative of how the political and professional leadership of EFA see the next five years, which will include the impact of future political/governance changes and cultural change challenges.	2	A/CFO	Within existing resources	Sept 16	Complete Accepted by EFA and published
				2	Develop and refine the key aims of the Service through the 2020 options development process for Programme 2020.	1	A/CFO	Within existing resources	Sept 16	Complete 2020 pan aligned with strategy and in delivery
				3	Engage staff and their representatives to further develop understanding of the Strategy and how it can be 'owned' by all.	1	A/CFO	Within existing resources	Sept 16	Complete Throughout the development of the revised strategy 2016-2020, a series of workshops has taken place; all of which were facilitated by an external consultancy. The aims, purpose and values contained within the strategy has been shaped through this engagement. This continues to be update through consultation with Rep Bodies and staff through management briefings and Your Voice as well as SLT visits.
				4	If necessary, facilitate the development of clarity of the strategic narrative within the revised Leadership team once appointed following the Management review.	1	A/CFO	Within existing resources	January to April 2016	Complete A range of potential options for the future development of the Service Leadership team, once appointed, are under consideration. A strategy workshop was held on Tue 9 th Feb with members of SMB and SDB to develop the content of future service strategy. The Management Review has driven a proposal to conflate SMB and SDB into a Service Leadership Team (SLT). The SLT met on 26 th April to refine the draft service strategy ahead of the EFA Members workshop on 27 th April. Draft strategy now complete and presented to EFA on 8 th June. Following that meeting the draft strategy will be further refined in consultation with staff and their representatives.
				5	Service Strategy 2016 to 2020 and a concise summary will be developed for consultation through the second phase of the IRMP process	1	A/CFO	Within existing resources	March 17	In Progress Through the development of the service strategy, a 'strategy on a page' has also been developed. The purpose of which is to bring the strategy to life on fire stations. The work of communicating the revised strategy and the expectations of all staff on fire stations in delivering the strategy will commence following the EFA meeting in September 16.
				6	Review of 2016/17 appraisals for inclusion of 'golden thread' and effectiveness of alignment of objectives to corporate objectives	3	Director of Transformation	Within existing resources	July 16	In Progress Project and change planning for Programme 2020 provides an opportunity for wider communication and change strategy. Clear links and dependencies to the business strategy and objectives to 2020 will underpin the planning stages. First update to SLT on 16th August ahead of Fire Authority meeting in September The definition of work steams and plans will provide clarity on what the organisation aims to achieve and can be articulated through the Appraisal system, therefore providing the cascade from senior leaders downwards. April 2018 will include objectives specific to local business plans

* Please note that recommendation four does not form part of this action plan but remains with the Essex Fire Authority. – this concerned resolution of the Chief Fire Officers Position – now complete.

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5	The role of the elected members on the FRA must be more widely understood and more visible to staff, stakeholders and the public through publication of summary updates on the intranet and in Parade News.	Important that Members are aware of the distinction between executive and their non-executive role. Fire Authority need to deliver leadership the Service needs and deserves.	<p>People will be more aware of how public value and taxpayer value for money are secured and assured through elected Members.</p> <p>People will be more aware that the fire and rescue policy is a political issue and requires a good understanding and engagement of politicians.</p> <p>Employees will have more insight into EFA work and come to appreciate the extent of scrutiny and challenge Members.</p> <p>Members will have more insight into Service work</p> <p>Greater involvement between Members and employees will crystallise perceived silos/remoteness.</p> <p>Members of the Fire Authority will be supported in discharging effectively their leadership role.</p>	1	Work with the Chairman, Vice Chairman and Group spokespersons of EFA to establish a Member development programme to encompass: a) Understanding of Essex FRS context. b) Architecture of FRS nationally. c) Visits to other FRS. d) Provision of a Member support pack.	2	A/CFO	Within existing resources	January to April 2016	Complete SOLACE (Society of Local Authority Chief Executives) 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 EFA on 7 th January 2016. 3 rd March 16 – A members and officer development programme has commenced with the direction and support of SOLACE.
				2	Identify a range of organisations that can support the delivery of a member development programme.	2	A/CFO	Within existing resources	January to April 2016	Complete A range of potential service providers have been contacted: SOLACE, Warwick University and the Institute of Directors. Following a meeting held with SOLACE on 11 th December 2015, this organisation has been appointed to support the delivery of recommendation 5.1 and 5.3.
				3	Establish a programme of development for senior and middle managers that seeks to raise political awareness and insight into the management of the political operating environment.	2	A/CFO	Within existing resources	Dec 16	Complete SOLACE has been commissioned to support the establishment and delivery of a manager development programme. Members and Officers attended a first workshop with SOLACE on 19 th February 16 and subsequent workshops with on 1 st , 21 st and 23 rd March 16. The outcomes of this work were presented to EFA on the 22 nd June 16. A number of member led task and finish groups are now being arranged.
				4	Develop a communications and engagement strategy to improve understanding of the Elected Members role within the organisation ownership of the EFA's strategic direction	2	A/CFO	Within existing resources	August 16	Complete Corporate Communications Strategy and Engagement Strategy has been finalised and approved by Service Leadership Team. The strategy includes our approach to Essex Fire Authority: ensuring that elected members of the EFA are more visible to employees and that relevant, timely communications are shared. Published elected member profiles. Currently working with new members to publish their profiles. EFA meetings streamed on-line for all staff to observe.

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6	FRA meetings need to be focussed on strategic solutions to ECFRS' most pressing challenges.	<p>Encouraging evidence that Members have started to address the Service's strategic priorities, recent FRA meeting there were new members trying to hold the Service to account.</p> <p>Clear historic imbalance between operational, financial and risk matters, little time spent by FRA Members on scrutinising culture of the organisation</p> <p>Programme 2020 is focused on the Service's future financial sustainability and little on values of ECFRS that need to change.</p>	<p>The allocation of finite public finances locally and centrally is inherently political.</p> <p>Elected members need to understand Service demands and strategic priorities in order to inform political decision making.</p> <p>Strategic decisions are vital – if too tactical there is a risk of being overwhelmed.</p> <p>It is vital that service Leadership at all levels understand the need for political management</p>	1	See also action 5.1, 5.2 and 5.3 above. Use the Member and Officer development processes to identify any necessary governance changes	2	A/CFO	Within existing resources	April 17	<p>Complete</p> <p>This work will follow the SOLACE workshops and EFA Member task and finish groups.</p> <p>New PFCC led authority replaces and enhances strategic approach</p>
				2	Establish a programme of regular management and EFA Member workshops.	2	A/CFO	Within existing resources	April 17	<p>Complete</p> <p>This work will follow the SOLACE workshops and EFA Member task and finish groups. See also 5.3 and 5.4.</p> <p>New PFCC led authority replaces and enhances strategic approach</p>
				3	Establish a programme of regular informal briefings for the Chairman, Vice Chairman and Group spokespersons of EFA.	2	A/CFO	Within existing resources	April 17	<p>Complete</p> <p>This work will follow the SOLACE workshops and EFA Member task and finish groups. See also 5.3 and 5.4.</p> <p>New PFCC led authority replaces and enhances informal access</p>

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7	Ensure that FRA reports address a wider range of cultural and industrial relations subjects and not just operational, financial and risk issues.	<p>Induction session - all is well, not told anything about historic, money and personnel issues.</p> <p>Members not just to be told these are the only options when there could be others.</p>	<p>Reports need to be amended and, when drafted, provide a greater level of explanation in respect to how the recommendations of reports, if agreed, will impact upon the public as well as employees.</p>	1	See also action 5.1, 5.2 and 5.3 above. Use the Member and Officer development processes to identify any necessary governance changes.	2	A/CFO	Within existing resources	Dec 16	<p>Complete</p> <p>Work has commenced to examine the governance structures, constitution and terms of reference for all combined Fire Authorities in the UK; to identify areas that may need addressing in terms of the constitution of Essex Fire Authority.</p> <p>Further actions have been identified in the action plan and will be defined following the SOLACE workshops. These actions are yet to be reported back to the Service Leadership Team. To go to EFA in due course; to recommend a working group to be set-up to undertake a task and finish.</p> <p>The FRA members attended Your Voice and Programme 2020 review panels to have dialogue on progress against Service strategy.</p> <p>New PFCC led authority replaces and enhances approach with PFCC and Dep PFCC attending meetings with managers and SLT on a regular basis.</p>
				2	Work with the Clerk to the Authority to review the constitution of the Fire Authority.	2	A/CFO	Within existing resources	Dec 16	<p>Complete</p> <p>The review of the constitution will be progressed once SOLACE workshops have concluded and will utilise data gathered from 7.1 above. To go to EFA in due course; to recommend a working group to be set-up to undertake a task and finish.</p> <p>New PFCC led authority replaces and enhances approach</p>

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8	Ensure that there are planned meetings with representatives of the FRA to meet around key issues with representatives of the workforce and trades union colleagues.	Need for Members to take ownership of direction, particularly in these financially challenging times when difficult decisions needs to be made.	<p>Employees will feel more involved with the Fire Authority and more able to have their say outside of Management structures.</p> <p>Members will have more information to effectively challenge and scrutinise Service activity around employee involvement.</p>	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.	2	Director HR&OD	Within existing resources	December 2015	<p>Complete</p> <p>Your Voice Employee Forum now has 55 members from across all areas of our Service. The Forum met to look at how we can develop the relationship with Essex Fire Authority (EFA) Members, reward and recognition initiatives and began some dialogue around issues raised about uniform in the Cultural Review.</p> <p>EFA members will be invited to attend every other Your Voice Employee Forum.</p>
				2	Consider how to incorporate this interaction within the review of JNCC arrangements for all Trade Unions.	2	Director of Transformation	Support from ER Panel Member	June – Nov 16	<p>In Progress</p> <p>ACAS are facilitating a working party (management, HR, Unions, non-Union Staff) to jointly surface and discuss what are seen as current problems in the area of discipline and grievance; to identify potential solutions and consider how they might be implemented.</p> <p>Key stakeholders were invited to the initial exploratory meeting held on 25/05/16 and the following attended: FOA, Your Voice rep, UNISON, Management rep, HR and RFU.</p> <p>The next meeting is scheduled for the 8th August 2016.</p> <p>JNCC arrangements now in place for all rep bodies</p> <p>ACAS workshop underway</p>

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9	More work should be done to ensure the accuracy of reports that are presented to the FRA with the service's Performance Manager signing off all reports containing data to the FRA in future.	Plans are superficial and reporting on them disingenuous. For example – appraisals	An increase in the confidence of Members in the data provided to them will help support an overall increase in trust across the Service.	1	Establish a process to ensure that all Fire Authority reports that require a decision and that include data in support of the decision will be signed off by the Finance Director & Treasurer and the Clerk to the Authority.	1	A/CFO	Within existing resources	Oct 2017	<p>Complete</p> <p>The statutory responsibility for Fire Authority paper sign off, sits with the Finance Director and Treasurer and Clerk to the Authority. This cannot be delegated to the Performance manager. However, guidance on data accuracy and detail will be built into paper production process and template documents.</p> <p>Performance manager has developed better reporting and is now working with OPFCC on better measurements</p>
				2	An assessment of current Planning and Performance Framework arrangements will be incorporated as part of the Management review. The aim of this element of the review is to identify areas where the Service can strengthen and provide greater capacity and capability to deliver change and drive performance.	1	Director of Transformation	Within Existing Resources	August 2016	<p>Complete</p> <p>A proposed management structure was shared at the Fire Authority meeting on 13th January 2016. Within the report it was acknowledged that a scoping exercise would be required to ensure roles within scope were accurately identified and members also acknowledged the need for a transitional structure for the change which is anticipated in the future.</p> <p>A consultation on a transitional structure was launched on the 15th March and individual and collective consultation meetings have been undertaken. The consultation period has now closed.</p> <p>The management review will identify the lead Performance role and closely define the remit and responsibilities with regards to performance requirements.</p> <p>New Performance role in place</p>

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10	A review of the framework of how the FRA operates should be commissioned to ensure effective governance and accountability of ECFRS	Members to provide 'level of scrutiny their communities expect', hold CFO to account, ensure own decisions are open to scrutiny. The role of elected members on the FRA is critical. Knight Review - members need greater support and knowledge to provide strong leadership to drive efficiency, must ensure local people understand service and encourage informed debate about change, Greater sector leadership needed to drive through culture of learning from good practice and challenging services to rise to the level of the best, and ensure clear understanding that FA is accountable for a quality, value for money, appropriate FRS for their area and that FRS is a body they commission to help discharge that duty.	Effective governance and accountability is vital to ensure that the work of the EFA is not only undertaken correctly but is seen as being undertaken correctly. A process of review will provide examination of how the EFA operates now as against how it should operate in the future.	1 The Service will commission a review of how the Authority's governance arrangements and mechanisms operate. The Terms of Reference (ToR) will be explicitly targeted at revealing any shortcomings of the Authority's ability to effectively provide governance and accountability of ECFRS. New PFCC led authority addresses this in full	2	A/CFO	Clerk SMB SDB ECC Dem Services Members Finance (Budget) PFCC	Oct 16	Complete Judgment will need to be made around when to commission and initiate this review in light of consultation on PCC's and also in light of outcomes of the Comprehensive Spending Review. New PFCC led authority addresses this in full
				2 The Authority or its nominated representative will seek to engage and benchmark with similar sized fire authorities, combined under the Fire and Rescue Services Act, to identify potential improvements to governance and accountability arrangements. New PFCC led authority addresses this in full	2	A/CFO	Other Combined FRAs Services	Oct 16	Complete Work has commenced to examine the governance structures, constitution and terms of reference for all combined Fire Authorities in the UK; to identify areas that may need addressing in terms of the EFA'S constitution. The development of the capability to apply scrutiny. Not necessarily relevant in the EFA context but using this as a framework to give confidence in both Members and staff that scrutiny is a function discharge by them. New PFCC led authority addresses this in full
				3 The Clerk will make recommendations to the EFA having had regard to the findings of 1 & 2 above. New PFCC led authority addresses this in full	2	A/CFO		TBC	Complete New PFCC led authority addresses this in full

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11	An external organisational development expert on the Panel, with support from all trade unions and staff representatives, needs to lead a review of the organisation's hierarchical structure to remove management layers, redesignate roles away from rank and improve spans of control from the current 1.7 FTEs per manager.	Review of hierarchical management structure heart of this Review, culture holding this back. Hierarchical managerial structure where current span of control is 1 manager to 1.75. This is a low span of control and suggests top-heavy management structure requiring review. 'Professional judgment' is taken away to some extent by the military style procedures.	A flatter structure will include more direct employee engagement and involvement. Visibly making savings from Managerial posts will demonstrate leading from the top in relation to making the required budget savings and develop a sense of fairness and trust.	1	EAP HR & OD Advisor to undertake review of Senior management structure and make recommendations to SMB/EFA (Top 3 tiers)	1	Director HR&OD	EAP	June 2016	Complete A proposed structure was shared by Natasha Edmunds at the FA meeting on 13 th January 2016 and outlined the top 2 tiers. A consultation on the transitional management structure has been launched. It is anticipated that completion of these 2 tiers will be before June 2016.
				2	Consult on recommendations with staff and representative bodies	1	Director of Transformation	Outplacement support – costs to be identified	June 2016	Complete Consultation about the proposed changes concluded on the 3 rd June. The outcome of the consultation is now being communicated & managed accordingly.
				3	Implementation of changes	2	Director of Transformation	Costs of exit/Redundancy	October 2017	In Progress Through the consultation process, recommendations made by effected individuals were taken into consideration, with some of these changes impacting the final structure. These outcomes are now being managed including implementation once all posts within the new structure are filled &/or recruited to as appropriate. Recruitment/filling of roles within the new structure is continuing and implementation will occur once this is completed. Rank to Role process flattening organisation by removing 4 layers
				4	New Management Team to undertake review of middle to junior management structure, applying design principles and make recommendations to SMB/EFA	2	Director of Transformation	Outplacement support – costs to be identified Costs of exit/Redundancy	April 2018	In Final stages Broad design principles have been developed and were included in the report from Natasha Edmunds (EAP). Further, more detailed design principles which will apply to the Programme 2020 changes will be identified within the ongoing work and progress; once the leadership team is appointed. Once the final roles within the new structure have been filled this work will commence. New CFO/CEO will complete
				5	Consult on recommendations with staff and representative bodies	2	Director of Transformation	Outplacement support – costs to be identified	October 2018	Complete In accordance with the organisational change timescales for the top 2 tiers.
				6	Implementation of changes	2	Director of Transformation	Costs of exit/Redundancy	April 2018	In Final stages In accordance with the organisational change timescales for the top 2 tiers and in consultation with employees and the Trade Unions. New CFO/CEO will complete

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12	Identify agents for change across the Service, trades unions and staff representatives and begin to jointly develop proposals relating to the Programme 2020 vision.	Introduction of Make Some Noise survey significant step in the right direction, and emerging analysis and recommended next steps provide excellent route map forward. Regular criticism that senior managers do not value the role of firefighters or consistently speak highly or proudly of the service Consideration should be given to a more progressive model of advocacy, in an environment where they are more respected and are able to truly provide a voice for their members, thereby becoming more relevant for the firefighters they represent.	People will have the opportunity to share experiences, challenge poor behaviour and develop solutions. Staff will learn more about the impact of behaviour in others and be able to consider and amend their behaviour appropriately. Responsibility for improving behaviour will be embedded at all levels and not seen as a 'HR' responsibility. Fewer bad experiences for staff will increase morale and a sense of feeling valued and reduce Grievance, Disciplinary and Bullying and Harassment cases	1	Options development process designed to offer a range of opportunities of staff to be directly involved in developing options for future Service delivery	1	Director HR&OD	Programme 2020	October to November 2015	Complete Creative thinking - Options Development workshops have been held with managers and staff across the county.
				2	Values workshops will be held to explore people's experiences at work and using the competency framework identify how people want to feel at work and how we will achieve that.	2	Director of Transformation	£5,000 budget requested	September 2016	Complete Over the last three months seven employee focused workshops have been held at different locations in the County, and more than 150 staff from across our Service have got involved in the development of the Service Strategy and the new proposed set of values. Most recently a workshop facilitated by Director of Transformation Mark Stagg and Nic Crisp of Head and Heart Leadership focused on the values. This workshop took all of the feedback and themes gathered from the previous sessions, as well as feedback from operational staff unable to attend, and together with inputs from attendees on the day, draft values statements were created. Following the Service Leadership Team meeting on 26 July, these statements were approved and will be used as part of the rollout of the Service Strategy. New strategy accepted an in place
				3	Training and awareness raising resources will be developed to 'tell staff stories' and challenge tolerance of poor behaviour	2	Director of Transformation	Within existing resources	June – Dec 16	Complete Following a meeting with Nic Crisp, Mark Stagg and Danny Bruin, this workstream will be picked up through the introduction of the values - promoting how we expect to behave while at our Service. During Mental Health Week 2016 (16-22 May), every watch, station and department received a 'Have a Cuppa on Us' wellbeing pack that included a pack of biscuits, teabags and lots of information around mental health to encourage conversations to happen within teams. New Dignity at Work policy co-authored with all rep bodies and in place. Training of Dignity at Work advisors delivered
				4	Change agents will be developed to support managers to deliver Values workshops with their teams.	2	Director of Transformation	L&D Budget – through Mediation Skills and creation of 'Fair Play Champions'	June – Dec 16	Complete Values Workshops have now been held with over 150 staff taking part in the development of value statements. Rollout will commence following overall approval at the September EFA meeting. Completed with values statements written by our people for our people.
				5	The Service will develop and deliver change management capability building for managers and staff via a range of interventions.	2	Director of Transformation	L&D Budget funding Professional Development Programme Budget will be required for Penna Outplacement Services and the 'Cultural Change Programme' that A/CFO Eckley / ACFO Bill are putting a tender out for	January to December 2016	Complete Specific training for HR staff and some senior managers has been delivered (March to April 2016) to prepare them for overseeing the organisational design and development challenges of change. Other managers have attended TUPE updates to ensure the regulations are applied correctly if required. E-learning for Achievement First and the Competency Framework was issued on 1 st March 2016 to support managers in discussing work place behaviour and encouraging positive behaviour. The Professional Development Programme for 2016/17 was published in April 2016 and is included in the Leadership and Development paper prepared for the EAP in April 2016. With the appointment of Mark Stagg the EAP have now taken the opportunity of developing the paper further in collaboration with the Director of Transformation. This includes manager training in Disciplinary, Grievance and Mediation skills. New Management training (ILM accredited) in place. Appraisal system and competency framework revised, simplified and rolled out. Training being delivered. Contract for investigation and in discipline and grievance to follow ACAS final workshop.

				6	The Service will work with its representative bodies to develop a more progressive advocacy model and improved employee relations approaches	1	Director of Transformation	Within existing resources	November 2015 - Ongoing	<p>In Progress</p> <p>ACAS are facilitating a working party (management, HR, Unions, non-Union Staff) to jointly surface and discuss what are seen as current problems in the area of discipline and grievance; to identify potential solutions and consider how they might be implemented.</p> <p>Key stakeholders were invited to the initial exploratory meeting held on 25/05/16 and the following attended: FOA, Your Voice rep, UNISON, Management rep, HR and RFU.</p> <p>All parties have adopted a default to informal approach wherever possible. Numbers of grievances have shown steady decline</p>
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13	The mixed crewing model that has now been implemented in Essex at Great Dunmow, with the station staffed by both whole time and retained – this needs to be adopted across the county, sensitively and with the involvement of all trade unions.	'RDS' not recruited into whole time, the impact on morale has been considerable	Staff will be given a number of opportunities to further develop themselves and work with others across the Service, which will help challenge current misconceptions and build stronger understanding of all roles across the Service.	1	Utilise the EAP to support Service managers in dialogue with Trade Unions about the use of mixed crewing.	2	Director Operations	Within existing resources	Oct 2016	<p>In implementation</p> <p>Following the dispute resolution, mixed crewing is underway at various stations and through the implementation of additional shift working</p> <p>Policies to support these in final stages of sign off with Trade Unions</p>
				2	Review Additional Shift Working Policy to ensure that it fully incorporates ability for RDS to RDS movements and provide to Expert Advisory Panel along with Mixed Crewing policy to 'sense check' planned approach.	1	Director Operations	Within existing resources	Oct 2016	<p>In Implementation</p> <p>As above.</p>
				3	Implement ASW/Mixed Crewing where it supports the Authority's IRMP and where practicable	2	Director Operations	Within existing resources	Oct 2016	<p>In Implementation</p> <p>As above</p>
				4	Reflect in the Service's People strategy the core principle that all crewing solutions going forward will be based on the core principle of the free movement of competent employees across all roles and locations.	2	Director of Transformation	Within existing resources	Following consultation June 2016	<p>In Implementation</p> <p>Position statement of movement across contracts for firefighters being finalised in consultation with trade unions</p>

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14	Make it clear at every level that everyone is personally responsible for removing barriers.	Managers caught between trying to cope with the torrent of policies, procedures and processes whilst 'trying to keep the troops happy'. No sense of one team united behind a common goal, 'them and us' sub-culture of distrust between management and staff, management and trades unions (and different trades unions) and a divide between full time and on call firefighters and uniformed and non-uniformed colleagues.	<p>Development of Leadership Charter</p> <p>Development of Leadership Plan</p> <p>All employees should understand the need to work together and remove barriers.</p> <p>Staff in all staff groups should feel more valued and will value others.</p> <p>Relationships across staff groups should improve and the Service should be more effective as a result.</p> <p>Staff engagement should increase which in turn should improve the effectiveness of the Service.</p>	1	See recommendation 12 – Values Workshop approach	2	Director of Transformation	£5,000 budget requested	June – Dec 16	<p>Complete</p> <p>Over the last three months seven employee focused workshops have been held at different locations in the County, and more than 150 staff from across our Service have got involved in the development of the Service Strategy and the new proposed set of values. Most recently a workshop facilitated by Director of Transformation Mark Stagg and Nic Crisp of Head and Heart Leadership focused on the values. This workshop took all of the feedback and themes gathered from the previous sessions, as well as feedback from operational staff unable to attend, and together with inputs from attendees on the day, draft values statements were created. Following the Service Leadership Team meeting on 26 July, these statements were approved and will be used as part of the rollout of the Service Strategy. Work has begun to support the production of a professional designed Service Strategy to go to the September Essex Fire Authority meeting.</p>
				2	Develop Leadership Charter or People Promise setting out key commitments and what we expect in return	2	Director of Transformation	Within existing resources	December 2016	<p>Complete</p> <p>Values statements completed and signed off by SLT. ToR and Code of Conduct also agreed by SLT</p>
				3	Introduction of mandatory Competency assessment in Appraisals in 2015/16	3	Director HR&OD	Within existing resources	April 2016	<p>Complete</p> <p>The Achievement First Policy which was implemented in March/April 2014 states that: Categorising performance against the Service values and desired behaviours will be voluntary at the End of Year Review meetings held in March/April 2015. Managers should complete this only at the request of the individual. From March/April 2016 this will be mandatory.</p> <p>Communications to managers and staff advising them of the need to complete the 2015/16 Achievement First review and set planned achievements and development goals for 2016/17 were launched in February 2016 and are being published weekly through eBrief and Station packs. An eLearning package on how to complete a 'competency assessment' launched to support skills development in this area. The Achievement First dip-checking process will identify if staff are being categorised against Service values and desired behaviours and if this is not happening the HR Business Partners will put in place an action plan to address.</p>
				4	Introduction of 360 degree feedback for managers– include specific question around removing barriers	3	Director of Transformation	L&D Budget	April 2017 (link to Succession Pools for Station Managers and above)	<p>In Progress</p> <p>360 degree feedback process to be piloted by SLT and questions set developed for managers with particular focus on inclusion and professional workplaces by end 2018</p>
				5	Include stated aim in Learning and Development Strategy to deliver mixed training wherever practicable	2	Director HR&OD	Within existing resources	Immediate	<p>Complete</p> <p>This is included in the Service's Learning and Development strategy. Core hours project seeks to establish common learning process for new firefighter for the initial 'safe to ride' component of training. This can be delivered to crews combined irrespective of contract of employment.</p>
				6	Develop a Communications/ Engagement plan which is predicated on breaking down barriers and improving understanding across all staff groups	1	Director HR&OD	Within existing resources	January 2016	<p>Complete</p> <p>Corporate Communications Strategy and Engagement Strategy has been finalised and approved by Service Leadership Team.</p>
				7	Refine and deliver Leadership and Management development Strategy and plan	1	Director of Transformation	L&D Budget	December 2016	<p>Complete</p> <p>Revised Leadership and Management programme accredited by ILM now in delivery. This includes self-awareness psychometric through deployment of Strength Deployment Inventory</p>

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15	Do more to recruit leaders from other sectors*, bringing fresh perspectives and learning from the wider public sector and beyond.	Relationships in ECFRS are dysfunctional. Long-standing, situation has deteriorated - default position 'failure to agree' is seen as an acceptable excuse for not working hard at resolution.	<p>A diverse workforce with a range of experiences brings greater opportunity for the development of new thinking and new ways of working.</p> <p>It also offers existing employees the opportunity to broaden their understanding.</p> <p>Being a more diverse employer will enable us to more effectively attract a more diverse range of employees and to be more reflective of the communities we serve.</p>	1	Through the planned Management restructure create greater opportunity for non-operational management roles – delivering future potential to recruit from other sectors	1	Director of Transformation	Within existing resources	January 2016 to December 2016	<p>Complete</p> <p>New structure including work on Grey Book/Green Book has created greater opportunity for external recruitment.</p> <p>New CFO/CEO evidence of FRS and PFCC commitment to external recruitment</p>
				2	Consider offering voluntary exit options over and above the requirement to reduce management numbers	1	Director HR&OD	Budget to fund exit strategies	December 2015 to December 2016	<p>Complete</p> <p>Paper approved by EFA 2nd December 15 to agree approach to organisational change and funding for exit options.</p> <p>Paper agreed by Policy & Strategy on 16th March 2016.</p>
				3	Develop a collaboration approach with other local employers both Public and Private Sector to enable joint training, secondments, job shadowing and interaction when the ability to directly recruit is limited.	2	Director HR&OD	Within existing resources	Ongoing	<p>Complete</p> <p>Current arrangements in place:</p> <p>Reciprocal coaching with Essex and Kent Police.</p> <p>Shared training for the Coaching in the Workplace programme with Southend Borough Council.</p> <p>Members of a Systems Leadership network coordinated by Southend Borough Council.</p> <p>Members of a Systems Leadership network coordinated by Essex Partnership Forum.</p> <p>Shared approaches to the 2016 Leadership Programme run by Southend Hospital.</p> <p>ECFRS are members of the Essex LGBT Alliance.</p> <p>An offer has been made to Essex and Kent Police, Southend Hospital and Suffolk Fire Service to join us on our next Coaching in the Workplace Programme.</p> <p>Focused work ongoing with Essex & Kent Police to develop collaboration programme.</p>

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16	Reserve the wearing of rank markings for operational staff, fire control incidents, public events, partnership meetings and ceremonial events only. Either adopt civilian attire in head office or, learning from Staffordshire FRS, introduce a new 'team strip' that is worn by both firefighters and support staff.	2013 Peer Review team ECFRS very traditional, very hierarchical The hierarchy is unnecessarily bureaucratic and divisive. Not necessary that hierarchy (uniform) is carried through to HQ. Critical issue is the anachronistic attachment to firefighting command and control management, even in non-operational areas.	Staff in all staff groups should feel more valued and should value others. Relationships across staff groups should improve and the Service should be more effective as a result. Staff engagement should increase which in turn should improve the effectiveness of the Service.	1	Consult with staff via the Your Voice Employee Forum to gather their views on the wearing of uniform and other symbols which could create barriers to cultural change and take forward recommendations	2	Director of Transformation	Within existing resources	Nov 16	<p>Complete</p> <p>Topic of uniform was tabled at Your Voice Employee Forum meeting in January 16.</p> <p>Emails to other Fire Services were sent on 8th February 16 to understand current uniform arrangements and assess benefits / disadvantages.</p> <p>An Intranet poll was put to the wider organisation to ascertain thoughts around uniform:</p> <ol style="list-style-type: none"> 1.) Remain as we are. 2) Adopt civilian attire for all at our headquarters. 3.) Adopt a team strip to be worn by all employees <p>Based on all findings, a paper was drafted to include consultation results and explore the wider impact of uniform. This was submitted at May's EAP meeting.</p> <p>Instructed by Mark Stagg, Director of Transformation, to close actions relating to Uniform as it was agreed that behaviours and not uniform promotes a positive culture. This has been highlighted by the paper written around the effects of Uniform and will be further advanced by the new Service Values.</p>
				2	Utilise the Expert Advisory Panel to explore the value of this recommendation within the context of the cultural change required in Essex.	2	Expert Advisory Panel	Within existing resources	Nov 16	<p>Complete</p>

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17	The Expert Panel to invite a representative of the Essex Police to advise on the seriousness of any reported behaviours.	Evidence staff who had been dismissed or disciplined were re-instated, staff took to mean 'you can do what you want in a trade dispute'. More consistent application of zero tolerance policy would remedy this.	Increase confidence in People Management Processes and trust in management/HR	1	Monthly reporting of Discipline and Grievance issues to be implemented via SDB/SMB and to the Expert Advisory Panel.	1	Director of Transformation	Within existing resources	March 2018	<p>Complete</p> <p>Service has remained committed to appropriate action and has dismissed where required.</p> <p>Whilst informal resolution is a preferred first approach, where offence is serious the Service has investigated thoroughly and reached just solutions.</p> <p>Working with ACAS to address matters raised in their review of D&G within service.</p>

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18	Refer any intimidatory behaviour against individuals, equipment or property for immediate consideration by the Expert Panel who will consider criminal proceedings.	ECFRS remained stuck in a macho barrack-room culture more redolent of the 1970s than a modern public service. Contributed to bullying and intimidating atmosphere		1 See Rec 17	1	Director of Transformation	Within existing resources	Complete	<p>Complete</p> <p>Trade dispute resolved. New Dignity at work policy in place, co-authored between service and trade unions. No occurrences of behaviours reported over last 24 months.</p>

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19	To address the perceived inconsistency and unfairness, all disciplinary action should be overseen by a sub group of the expert panel (subject to statutory constraints) over the next 24 months. Any intimidatory behaviour against individuals, equipment or property needs to be considered by the Expert Panel taking advice from representatives of Essex Police. The sub-group will have a specific role in ensuring elected members are aware of matters without cutting across the existing process. This approach to take effect in respect of all new cases.	<p>Approach to discipline antiquated, bureaucratic and has contributed to the paralysis within the organisation. Managers not trained to deal with underperformance or discipline</p> <p>Bad behaviour is tolerated and when something serious occurs it is either overplayed by immediate escalation to disciplinary– or underplayed and accepted as 'laddish' or 'banter'</p> <p>40% do not feel disciplinary process used appropriately in all situations.</p> <p>Policies and strategies have place, but if not consistently applied, no one knows where they stand and feel unfairly treated.</p>	<p>Rebuild trust with the workforce and encourage staff to feel empowered to resolve issues locally.</p> <p>Support the repair of relationships across staff groups and create a greater sense of 'one service'.</p>	1	Create sub-group of Expert Panel.	1	Director HR&OD	Within existing resources	Ongoing	<p>Complete</p> <p>The Expert Advisory Panel has now established its sub group. It undertook a "clearing" exercise on 18th December 2015 of live/current grievances and a review of discipline cases. It intends to meet monthly as part of wider governance arrangements on an ongoing basis.</p>
				2	Consult on new Disciplinary Policy and Procedure	2	Director of Transformation	Within existing resources	Oct 2017 – March 2018	<p>In Progress</p> <p>The Disciplinary Policy is drafted and ready for consultation – training and communications will follow once Policy has been agreed. A working party has been created to work jointly to surface and discuss what are seen as current problems in the area of discipline and grievance and to identify potential solutions. It is hoped that a product of this working group could be an improved and updated Disciplinary Policy through ACAS</p> <p>See 8.2</p>
				3	Train a core group of internal investigators to carry out all investigations – ensure this is their primary role when required to speed up processes.	2	Director of Transformation	L & D Budget	June – Nov 16	As 19.2
				4	Develop a communications process via HRBP's to provide facts around the level and spread of discipline.	2	Director of Transformation	Within existing resources	June – Nov 16	As 19.2
				5	See 12 above – Values approach – will allow staff to set expectations of behaviour and develop strategies for challenging locally	2	Director of Transformation	£5,000 budget requested	June – Dec 16	<p>Complete</p> <p>Over the last three months seven employee focused workshops have been held at different locations in the County, and more than 150 staff from across our Service have got involved in the development of the Service Strategy and the new proposed set of values.</p> <p>Most recently workshops facilitated by Director of Transformation Mark Stagg and Nic Crisp of Head and Heart Leadership focused on the values. This workshop took all of the feedback and themes gathered from the previous sessions, as well as feedback from operational staff unable to attend, and together with inputs from attendees on the day, draft values statements were created.</p> <p>Following the Service Leadership Team meeting on 26 July, these statements were approved and will be used as part of the rollout of the Service Strategy.</p> <p>Work has begun to support the production of a professional designed Service Strategy to go to the September Essex Fire Authority meeting.</p>
				6	Leadership Charter/People Promise – will set out clear and consistent expectations	2	Director of Transformation	Within existing resources	December 2016	<p>Complete</p> <p>Head and Heart Leadership has held three sessions with the Leadership Team to define values and leadership behaviours and explore how these can be demonstrated in practice. Leadership Forum met on 26th May 2016 to progress this piece of work. Values workshop with staff on 18 July 2016 developed value statements which may inform a Leadership Charter.</p> <p>SLY Code of Conduct and ToR established.</p>
				7	Develop training for managers on managing performance (building on MTLT and Achievement First) to encourage setting of clear behavioural expectations and local resolution of issues.	3	Director of Transformation	L&D Budget	August 2016	<p>Complete</p> <p>The Professional Development Programme for 2016/17 was published in April 2016 and is included in the Leadership and Development paper prepared for the EAP in April 2016. The Director of Transformation submitted a further paper to the EAP in June 2016 which was approved. Skills workshops on Achievement First and the Competency Framework were introduced in 2015 and are repeated in the Professional Development</p>

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20	Create a clearing house for dealing with the unnecessary number of vexatious and low grade grievances that are submitted.	Clear evidence of vexatious grievances and inappropriately heavy-handed and inconsistent escalation of issues. Formal grievance procedures are default position for most minor disagreement.	Rebuild trust with the workforce and encourage staff to feel empowered to resolve issues locally. Develop out the current culture entitlement and grievance to a culture of personal responsibility and local empowerment.	1	1	Director HR&OD	Sub Group of the EAP	December 2015	Complete The Expert Advisory Panel has now established a sub group for this purpose. It undertook a "clearing" exercise on 18 th December of live and current grievances. Thereafter it intends to meet monthly as part of wider governance arrangements on an ongoing basis.
				2	2	Director of Transformation	Within existing resources	June – Nov 16	In Progress HR Casework team are working with managers on a case by case basis to encourage alternative local resolution. Dignity at work policy gives clear guidance.
				3	2	Director of Transformation	Within existing resources	June – Nov 16	In Progress Grievance policy drafted and ready for consultation. ACAS have undertaken a review of the draft policy and providing the ACAS view. See 19 for further details of Working Group.

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
21	Clarify and simplify arrangements for whistleblowing and the escalation of incidents of this nature directly to the independent Expert Panel.	54% have witnessed or experienced 'unacceptable or intimidating behaviour while working for the service' - 44% within last 12 months. Over 50% feel unable to speak out. There is an overwhelming lack of trust in the senior leadership of the organisation	Develop a more open culture with a range of well publicised avenues for resolving issues. Create a greater sense of trust and mutual support	1	1	Director HR&OD	Within Existing Resources	December 2016	Complete The EAP has decided that a sub-group of Your Voice Employee Forum to directly liaise with our workforce will not be necessary. The EAP will be invited, as well as Members of Essex Fire Authority, to every second Your Voice session.
				2	2	Director of Transformation	Within Existing Resources	December 2016	Complete The Service currently subscribes to the basic Public Concern at Work package. Work has been undertaken to relaunch and publicise these arrangements to make sure people know that they can contact the independent charity if they have concerns about wrongdoing, malpractice or a safety risk in the workplace affecting them, colleagues, stakeholders or the Service itself. This has been done in a number of ways, including a message in the Weekly eBrief, via intranet (in the same location as the current Whistleblowing Policy) and utilising the Active Desktop.
				3	2	Director of Transformation	Within Existing Resources	June – Dec 16	Complete Policy reviewed and applied. Review in 2018

				4	See 12 – Values workshops – will inform future local approaches such as re introduction of local Bullying and Harassment or Dignity a Work Advisors	2	Director of Transformation	Within Existing Resources	June – Dec 16	<p>Complete</p> <p>Work has started on the Workplace Bullying Campaign and a 'Managing Workplace Bullying' presentation has been written. This was shared with the Values Group on the 31/05/16 and Trade Union Reps to ensure they all have an opportunity to contribute or comment before delivery.</p> <p>Danny Bruin met with Mark Stagg and Nic Crisp to discuss the most effective way to progress. An action from this meeting was to seek support with all trade unions in the first instance so that they are included from the outset.</p> <p>Once this meeting has taken place this joint work will continue.</p> <p>With input from all Trade Unions and support of EAP, Dignity at work policy agreed which sets out clear expectations for all on appropriate behaviour. Dignity at Work Advisors in training.</p>
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22	Consider the use of a rapid mediation service as has been adopted by Staffordshire CFRS.	<p>Discipline time consuming and costly with overwhelming reliance on policy, process and procedure - with no focus on real mediation or conflict resolution. Disciplinary issues take too long. Lack of consistency is one of the biggest issues.</p> <p>Staffordshire FRS mediation resulted in significant benefits, staff wellbeing and savings. In ECFRS ability to deal with conflict resolution is weak and hindered by a policy, process and procedural approach as opposed to a human one.</p>	<p>Encourage greater local and informal resolution of issues. Lessening the damage to ongoing relationships between staff, managers and the Service.</p> <p>Empower employees to feel they can resolve their own issues.</p> <p>Rebuild trust between managers, staff and HR</p>	1	2	Director of Transformation	Funding for scheme if external or in house training	June 2018	<p>Complete</p> <p>HR Team is working with other Local Authorities to develop a proposal for delivery of mediation within ECFRS.</p> <p>SMB paper submitted and approved.</p> <p>Proposal included the accredited mediation certificate for selected employees with an initial training group of 12 for the first phase. Also, a short course on mediation skills to managers and HR to enable the identification of where mediation would be most useful to provide skills to assist the resolution of lower level complaints. It is intended that two short courses are procured for a total of 32 employees.</p> <p>Procurement of Mediation UK to select and train Workplace Mediators who will be developed to be 'Fair Play Champions' and support in the resolution of grievances and championing positive values and behaviours. Work now being undertaken to look at selection process for shortlisting potential mediators and fair play advisors.</p> <p>Meeting held with UK Mediation and VineHR on the 29/04/16 to discuss the possibility of sharing qualified mediation resources between members of VineHR (a network of Local Government Organisations/Councils).</p> <p>A meeting has been arranged for the 29th July to explore the joint working with VineHR.</p> <p>ACAS to support in selection of Training provider for Mediation and investigation training. External mediation used in partnership with EELGA</p>
				2	2	Director HR&OD	Within Existing Resources	January 2016	Complete
				3	2	Director HR&OD	Within Existing Resources	March 2016	Complete

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23	Create more opportunities to recognise outstanding performance and actively promote nominations for an annual awards ceremony.	<p>Only 31% of respondents felt valued by the service, 23% think service acts in a reasonable and equal manner with all employees. Recognition of staff is not part of any strategic approach to valuing people in ECFRS.</p> <p>There is some good staff recognition practice in pockets. Firefighters do appreciate praise for their work. Some RDS claim that 29 years' service medal not awarded, role of Additional commitment not recognised. RDS feel they are taken for granted, and there are no opportunities. Management core have little understanding of the RDS workforce and often little respect for what they can contribute.</p> <p>22% think service recognises and rewards good performance</p>	<p>Staff feel valued and recognised for their role and contributions.</p> <p>Emphasis shifts to positive recognition of good performance and behaviours and away from compliance and management of poor behaviour/performance</p> <p>Employee engagement improves.</p>	1	Implement the Reward and Recognition Strategy produced by the Workforce Transformation Programme project	2	Director of Transformation	£10,656 budget requested	November 2017 – January 2018	Complete Reward and Recognition process including annual awards and peer to peer recommendations implemented in line with ECFRS People Strategy.
				2	Your Voice Employee Forum to support review and further development of Reward and Recognition Strategy and plan with support of Employee Engagement Manager	2	Director of Transformation	As above	Sept – October 16	Complete
				3	Range of Reward and Recognition mechanisms to be explored with staff and developed for future implementation (including peer nominations for awards ceremony)	2	Director of Transformation	As above	Sept – October 16	Complete Leadership forum, Your Voice and service visits used to formulate process
				4	Hold an Annual Awards Ceremony	3	Director of Transformation	As above	2017	Complete Annual awards ceremony implemented November 2017
				5	Review the criteria for the long service and good conduct medal and CFO commendations	3	Director of Transformation	As above	Sept – October 16	Complete New Certificates in place.

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24	Consult with BAME, LGBT, female and disabled colleagues regarding the reforming of appropriate groups to look at the ways in which the service could proactively progress the issues raised and proactively use the different perspective that diversity can bring to the organisation.	<p>ECFRS needs to do more to reflect diversity.</p> <p>Accountability mechanisms need to be strengthened and more needs to be done to recognise the diverse needs of the workforce by reinstating regular meetings.</p> <p>Feedback suggests that not enough is being done to address prejudice within the service. Senior Management and HR involvement in assisting with LGBT issues is virtually non-existent.' Despite several requests of HR to reinstate a forum this had not yet happened.</p> <p>Number of complaints from female staff about absence of suitable changing and toilet facilities or well-fitting and smart uniforms. Clothing issue forms marked up in male only sizing</p>	<p>Develop a more inclusive and supportive working environment with fewer conflicts</p> <p>Improve recruitment and retention of a more diverse workforce</p> <p>Develop ECFRS as an employer of choice</p> <p>Support ECFR brand in the communities we serve, rebuilding pride and confidence</p>	1	Create a representative Diversity Action Group from a group of employee volunteers.	3	Director of Transformation	Comms HR & OD L & D	Oct 16	Complete Diversity Action Group established
				2	DAG to consider need for and support creation of Sub Groups	3	Director of Transformation	Comm's	Oct 16	Complete Staff network groups, such as the BEING group (LBGT) will be encouraged through the advertising for members of the Diversity Action Group and at the Group Meetings. Other groups will be supported if proposed.
				3	DAG assess Service against Public Sector Equality Duty and consider future assessment or benchmarking approach	3	Director of Transformation	DAG	Oct 16	Complete External support (see 24.5) not able to be sourced. This will have to be deferred until after the appointment of a Diversity Officer.
				4	Diversity Action Plan created with key measurable outcomes identified and reported against	3	Director of Transformation	DAG	February 2018	In Progress Proposed action plan to be taken to second meeting of Diversity Action Group. Professional and Inclusive workplace team being developed to commence programme of service visits.
				5	Consider need for a dedicated Diversity Officer to support the work of the DAG	3	Director of Transformation	£39,133 (PO1) Required		Complete New Inclusion and Diversity lead appointed – Nikki Geaves and inclusion and diversity group established.
				6	Develop workforce reporting to more accurately measure equality and diversity across the workforce in order to set targets and actions on an evidence led basis	2	Director of Transformation	HR Information System (TBC)	Underway	Complete Workforce reporting remains difficult with the current HR Information System. The SAP Development project is in closure and a new business case in development for a new and more effective HR Information System. A comprehensive Workforce Report was submitted to the Essex Fire Authority on the 17/02/16. Monthly reporting of Discipline and Grievance issues to the Expert Advisory Panel will now include promotion. The next summary report will be submitted on the 13 th June 2016. A meeting was held with the WFS Chair on the 09/05/16 to discuss and take advice on things we could do as a Service. Findings have been reviewed and a significant educational piece underpinning gender equality is to be developed. Staff of either gender will be involved in a broad discussion on the aims any Gender Equality Strategy. Connections have been made with Essex Police in relation to their Women's Network and Forum and a meeting has been scheduled for the 07/07/16 to meet with Cat Barrie to discuss this and the associated Gender Equality Strategy. ECFRS employees have also been invited to a 'Female Career Progression Event' hosted by Essex Police on the 15/07/16. Workforce reporting implemented to show all metrics relating to diversity

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25	Revise future training programmes to ensure that they are focused, and are limited to those showing talent, potential and have a desire to progress. It should focus on a smaller number of future leaders.	<p>Leadership team had been 'brought up on the idea that those that whack people the hardest, get promoted'.</p> <p>The inadequate and inappropriate relationships between this layer and the layer below – the station and watch managers and the layer below that – are a major factor in the challenges facing the service.</p> <p>The Competency Framework - gives clear guidance regarding expectations of behaviours, document is clear and, if embedded, would bring greater clarity.</p> <p>The recommendations within the report do not address the need for development for existing managers</p>	<p>Encourage people at all levels to demonstrate the right behaviours and be rewarded for going so.</p> <p>Ensure the right people are leading the organisation, demonstrating the desired behaviours and leading by example therefore delivering long lasting cultural change.</p>	1	2	Director of Transformation	<p>L&D Budget funding Professional Development Programme</p> <p>Budget will be required for additional activities in particular Penna Outplacement Services and the 'Cultural Change Programme' that A/CFO Eckley / ACFO Bill are putting a tender out for</p>	December 2016	<p>Complete</p> <p>Leadership and Management Development approach was approved by SMB in November 2015. Requires refining based on initial discussions around management review and future operating model with a subsequent plan developed.</p> <p>Paper for Expert Advisory Panel produced for April 2016 with proposed Leadership and Management development for 2016/17 with costs and any identified additional budget requirements.</p> <p>The Director of Transformation submitted a further paper to the EAP in June 2016 which was approved for action.</p> <p>New programme including self-awareness now in delivery.</p>
				2	2	Director of Transformation	Expert Advisory Panel	TBC	<p>Complete</p> <p>A review of the Succession Pooling process is planned within the Management Review.</p> <p>EAP and Service Managers met on 4th March 16 to review and agree a way forward.</p> <p>Panel Members Jim Owen/Natasha Edmunds agreed Succession Pool in principle. With the appointment of Mark Stagg, the EAP have now taken the opportunity of developing the paper further in collaboration with the Director of Transformation.</p> <p>Talent pool now fully developed and being delivered.</p>
				3	3	Director of Transformation	Within existing or identified resources	Various	<p>Complete</p> <p>See related actions.</p>
				The Service will address the development of existing leaders and managers through the management restructure, leadership charter, Leadership and Management development strategy, values piece, appraisal and strong performance management					

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26	Promotion should only be open to those who have completed and successfully graduated from the programme.	'hard-core trouble makers are now officers, promoted to station officer and they give us the biggest problem.'	Rebuild faith and trust in promotion processes. Encourage people at all levels to demonstrate the right behaviours and be rewarded for going so. Removes 'sponsor' approach to promotion and rebuild trust in competence and ability of managers SMB to consider a "stepping down" procedure	1	Current promotion process meets this recommendation as it 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.	2	Director of Transformation	Within Existing Resources	Complete Talent pool and assessments and development processes now implemented. 53 roles filled in 2017. Second iteration of the process now underway.
				2	Advisory panel to consider whether current process meets this recommendation.	2	Director of Transformation	Within Existing Resources	Complete New process addresses this recommendation.
				3	Service consider process post promotion for 'stepping down' should someone not complete probation process or fails to perform in leadership role	3	Director of Transformation	Within Existing Resources	To be finalised

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27	Change the emphasis from operational to more inclusive leadership training, learning from Kent CFRS that has introduced Level 5 coaching qualifications, including back-office staff, to improve the management skills of middle managers.	Focus on technical competencies instead of human relations skills and leadership development. Attempts to introduce modern training programmes been undermined by the attitudes of attendees, typical attitude among response staff is 'I'm here to fight fires' How people are valued in organisation depends upon what the organisation values. In ECFRS these remain operational tasks to the exclusion of broader managerial skills including basic human relations competencies.	Encourages people at all levels to demonstrate the right behaviours and be rewarded for going so. Ensure the right people are leading the organisation, demonstrating the desired behaviours and leading by example therefore delivering long lasting cultural change.	1	This emphasis has been shifted over the last 2 years and continues via our Leadership and Management development plan and promotion processes.	2	Director HR&OD	Within existing or identified resources	N/A	Complete
				2	ILM level 5 Coaching programme is in delivery with 20 candidates accepted on the first cohort – consider rolling out more widely	2	Director HR&OD	Within existing or identified resources	Ongoing	Complete The current coaching approach is phased with four cohorts of 5 ECFRS employees attending joint sessions with Southend Council.
				3	Advisory panel to consider whether this recommendation has been met.	2	EAP		September 2016	Complete Expert Advisory Panel to review current Learning & Development provision including coaching. Consider whether the emphasis on non-operational training is appropriate. Paper for Expert Advisory Panel produced for April 2016 with proposed Leadership and Management development for 2016/17 with costs and any identified additional budget requirements. The Director of Transformation submitted a further paper to the EAP in June 2016 which was approved for action.

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									New development process in place. Cadre of L5 coaches established across service.
28	Make promotion to managerial positions more transparent and involve the Expert Panel in overseeing all appointments for the next 24 months.	<p>Promotion - no transparency, with a different rule for support staff, uniform career path set out. Jobs are kept well under the table. It's who you know, not what you know.' Job opportunities are not communicated properly and 'decision made before you apply, you know who will get it before it's advertised'.</p> <p>Promotion processes are less clear than previously. Common feeling that promotions based on 'long-term personal relationships.</p>	<p>Rebuild faith and trust in promotion processes. Encourage people at all levels to demonstrate the right behaviours and be rewarded for going so.</p> <p>Removes 'sponsor' approach to promotion and rebuild trust in competence and ability of managers.</p>	<p>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.</p> <p>2 External Recruitment consultant currently oversees process to ensure fairness and consistency</p> <p>3 Expert Advisory Panel to consider whether current process is transparent</p> <p>4 Review current workforce planning arrangements and ensure transparency of decision making</p>	<p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>Director of Transformation</p> <p>Director of Transformation</p> <p>Director of Transformation</p> <p>Director of Transformation</p>	<p>Within Existing Resources</p> <p>Within Existing Resources</p> <p>Within Existing Resources</p> <p>Within existing resources</p>	<p>June 2017 -</p> <p>June 2017 -</p> <p>TBC</p> <p>June – July 16</p>	<p>Complete The Expert Advisory Panel can oversee the Management Restructure and New Talent pool process transparent at all levels. Cadre of assessors trained and feedback given to all applicants. Management, leadership and technical competence assessed at every level.</p> <p>Complete External reviewers brought in to monitor process on roll out. Assessors externally trained.</p> <p>Complete</p> <p>Complete Detailed workforce planning and establishment review continues with working groups in progress and key representatives from operational business supporting. In post temporary promotions and secondment arrangements form part of the data being reviewed. Promotional opportunities across stations have been identified with the aim of individuals to be in post by September 2016. A Light touch assessment and appointment process being developed which will be transparent, in line with the current transfer policy and gives all individuals who meet a consistent criteria, the opportunity to apply. Ongoing workforce planning being led by new AD HR Colette Black.</p>

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29	Ensure that leadership and coaching skills and qualifications are considered as much as technical competencies in all appraisals.	<p>Emphasis needs to change from technical competencies to more inclusive leadership training, and training programmes used more explicitly to reward and encourage those showing leadership potential who desire to participate.</p> <p>Skills and needed techniques to transform the culture in ECFRS are not apparent in the senior management of the service.</p>	<p>Rebuild faith and trust in promotion processes. Encourage people at all levels to demonstrate the right behaviours and be rewarded for going so.</p> <p>Removes 'sponsor' approach to promotion and rebuild trust in competence and ability of managers.</p>	1	Current Achievement First Appraisal process is underpinned by competency framework – Advisory panel to review appraisal process to see if it meets this recommendation.	2	Director of Transformation	Within Existing Resources	March 2017	Complete New Appraisal and competency frameworks in place.
				2	Competency assessment becomes mandatory in April 2016.	3	Director HR&OD	Within Existing Resources	April 2016	<p>Complete</p> <p>The Achievement First Policy which was implemented in March/April 2014 states that: Categorising performance against the Service values and desired behaviours will be voluntary at the End of Year Review meetings held in March/April 2015. Managers should complete this only at the request of the individual. From March/April 2016 this will be mandatory.</p> <p>Communications to managers and staff advising them of the need to complete the 2015/16 Achievement First review and set planned achievements and development goals for 2016/17 were launched in February 2016 and are being published weekly through eBrief and Station packs. An eLearning package on how to complete a 'competency assessment' launched to support skills development in this area.</p> <p>The Achievement First dip-checking process will identify if staff are being categorised against Service values and desired behaviours and if this is not happening the HR Business Partners will put in place an action plan to address.</p>
				3	Introduction of 360 degree feedback for Management Roles	3	Director of Transformation	L&D Budget	April 2017 (link to Talent Pools for Station Managers and above)	<p>In Progress</p> <p>360 feedback will be incorporated into the Talent Pool development process when it is re-launched in Summer 2016 for Station Managers and above</p> <p>Market research is under way to identify a system. This will be rolled out with SLT in the first instance.</p>
				4	Undertake comprehensive review of current Appraisal process underway and report to AGR in January 2016.	2	Director HR&OD	Within Existing Resources	January 2016	Completed Comprehensive review of current Achievement First process complete and reported to the Audit, Governance and Review committee in January 2016.
				5	Review criteria for Continuing Professional Development payments and consider the introduction of development rates of pay	2	Director of Transformation	Within Existing Resources	September 2016	<p>In Progress</p> <p>Information gathering continues, collating all circulars relating to CPD and development/competent pay and information from other FRS through the CFOA HR Practitioners Forum.</p> <p>Report is now in the process of being drafted. The intention is to complete the draft by the end of July.</p>

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	priority	Responsible Person	Resources Required	Time Line	Progress Commentary	
30	Set clear and consistent expectations that annual appraisals need to be completed by all managers across the service and introduce an audit to ensure that the quality of the appraisal meetings and paperwork is actually delivering a satisfying process which will take the service forward.	<p>Encouragingly the new appraisal process assesses the behaviours and attitudes staff are expected to display when carrying out operational tasks, however, this element introduced on a voluntary basis</p> <p>The introduction of appraisals into the service is a significant step forward, acknowledged that this has not been easy process. Focus on number completed over the training of appraisers and appraisees and analysis of quality needs revisiting.</p> <p>If embedded the process could have a dramatic effect on the culture in the longer term.</p>	Improved quality of appraisals will support our people to feel valued, rewarded and ensure they know how they contribute to the success of the Service. More effective appraisals will support individual and organisational development and ultimately improve Service outcomes.	1	Message sent to all employees with reminder of need to complete appraisals and new deadline of 31st October	1	Director HR&OD	Within Existing Resources	Complete	
				2	10% dip sample of appraisals is already in operation with HRBP's QA forms and feedback to managers, L&D, HR and OD.	3	Director of Transformation	Within Existing Resources	April 2018	Complete With advent of HMICFRS the service will move from voluntary completion to required completion of appraisals in 2018/2019 year.
				3	Comprehensive review of current Appraisal process underway and to report to AGR in January 2016.	2	Director HR&OD		January 2016	Complete Comprehensive review of current Achievement First process is complete and reported to the Audit, Governance and Review committee in January 2016.

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary	
31	Review of existing management and delivery mechanisms to provide implementation ability with clear oversight of progress in implementing change and most importantly, embedding change.	Managers 'see their job as protecting their group against the organisation. So they are a barrier to change, rather than an advocate. They never express the positive reason as to a change. Some managers are beyond change. Station managers are the biggest failing. To get an easy life they take the majority view ... they just see themselves as protecting the station.'	Shared information on programme and project priorities will support cross functional working	1	A review of existing programmes, projects and initiatives conducted by the Strategic Delivery Board in September & October 2015. This will be used to determine the prioritisation of current programmes and projects to ensure that the strategic focus of the organisation remain on high priority areas where there are key strategic benefits or drivers for change.	2	Director HR&OD	Manager time in project prioritisation and review meetings	November 2015	Complete The review has been completed, with project and programme prioritisation taken place. Many activities are now placed on hold. Review completed and recommendations, on the way forward, have been submitted to SMB.
				2	The outcomes will be shared so that all managers and staff are aware of the priority of activities and that user expectations are understood and met.	2	Director HR&OD	Internal Communications	December 2015 - January 2016	Complete Outcomes presented to SMB, SDB and to all participants in the change review/prioritisation process. Incorporated into the 2016 / 17 Business Plans.

				3	The Portfolio Management Office will monitor the progress on all programmes and projects on a monthly basis and report progress. A separate report on benefits realisation and post project implementation reviews will be developed.	2	Director HR&OD	Project Management Office time in developing a new report to bring forward post project implementation reviews.	June 2016	Complete A report to the Audit, Governance and Review Committee on 20 th April 16 covered benefits realisation projects completed in 2015 – 2016. Ongoing reports will be submitted on a 6 monthly basis.
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32	Engage the Communications team at Essex County Council to improve the range and credibility of the information communicated to stakeholders, and establish a staff reference group to better understand what messages are important to the Service as a whole.	<p>Many challenges effectively addressed with clear and consistent communications from senior team and regular engagement with frontline staff.</p> <p>Members of the RDS feel they are largely invisible to senior management (SM).</p> <p>Some attempts by SM to engage have been undermined by the middle managers.</p> <p>Belief that the senior management are remote and out of touch.</p> <p>Staff don't read e-mail anymore</p> <p>Additional external support is needed to improve the reach and consistency of strategic communications and how it is used to drive forward change in Essex.</p>	<p>Effective communications will ensure staff are involved, informed and receive information in a way which is meaningful for them.</p> <p>Responding to the feedback received through the staff survey will improve staff engagement and encourage greater future staff involvement.</p>	1	Prepare and authorise a Service Level Agreement with Essex County Council for strategic support of the Head of Corporate Communications	2	A/CFO	Comms Team	September 2015	Complete The Service level agreement with Essex County Council has been signed and is in place for nine months whilst a review of the communications structure is undertaken. Work is now required on how we capture the changing outcomes for our communication channels. This will be part of our benefits realisation process.
				2	Conduct a review of the Service's Corporate Communications function	1	Head of Corporate Comm's	Within Existing Resources	April 2016	Complete Review complete and approved by SMB. Now working with HR to implement.
				3	Review and revise tools and approaches to employee engagement and employee communications	2	Head of Corporate Comm's	Within Existing Resources	April 2016	Complete New channels introduced: Weekly ebrief, A/CFO blog, ECFRS Daily News, Podcasts and Station Packs. Additionally, regular analytics reports are now provided regarding employee communications.
				4	The 'Your Voice' employee engagement forum to act as staff reference group for the Communications team where necessary.	1	Director HR & OD	Within Existing Resources	December 2015	Complete The 'Your Voice' employee engagement forum was advertised and expressions of interest sought from employees. The first meeting of the forum took place on 7 th December 2015 and a future programme of meetings established.

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33	Ensure that the agendas and papers of every meeting of the FRA and SMB are posted on the internet so staff can see what is being discussed. A summary of decisions should be published after each meeting.		<p>Employees need to identify and know about the business transactions of the SMB and EFA's.</p> <p>Without a good depth of knowledge it is all too easy for employees to feel un-empowered, isolated, uncertain and disengaged from the management/employer machinery. This creates an unnecessary fracture which, when left untreated, allows rumour, distrust, fear and frustration to fester and fill the void. Removing the vacuum with credible and current information will assist in avoiding negative cultural elements to endure and cause damage.</p> <p>It will demonstrate a will to be open about how Service business is done and the processes undertaken; dispelling myths and perceptions of clandestineness and diversion.</p>	1	We will work to expand our on-line transparency pages and include an easy to access Corporate Information Portal (CIP).	3	Head of Corporate Comm's	Service Solicitor Comm's Dept. ICT Dept.	From January 2016	Complete Transparency pages on our website reviewed. No further action required from Corporate Communications team
				2	The CIP will be regularly maintained and updated with up-to-date information and data in respect to SDB, SMB & EFA agendas, reports and agreed minutes.	3	Head of Corporate Comm's	Perf Dept. Executive Support Group ECC Dem Services	From January 2016	Complete All Essex Fire Authority area has been set up on the intranet. It includes EFA agendas, reports and agreed minutes.
				3	Decisions logs from all EFA meetings will be made available within the CIP as soon as possible after meetings.	3	Head of Corporate Comm's	ECC Dem Services	From January 2016	Complete An Essex Fire Authority area has been set up on the intranet. It includes EFA agendas, reports and agreed minutes. Meeting outcomes are shared with Service employees on the same day as the EFA meeting.
				4	Employees and members of the public will be invited to register to receive an email/text alert and link to the CIP, as new information is published.	3	Head of Corporate Comm's	Comm's Dept	From January 2016	Complete Employees are alerted to new papers via Weekly eBrief, intranet rotator and A/CFO week ahead message.
				5	We shall use social media to alert followers that new information has been published and provide a link to the CIP.	3	Head of Corporate Comm's	Comm's Dept	From January 2016	Complete There is a link to the agenda and papers on ECC website via our digital social media channels.
				6	We shall, annually, have published a 'Public Notice' in relevant local papers advising members of the public that the CIP is available.	3	Head of Corporate Comm's	Comm's Dept.	From January 2016	Complete We have scheduled social media posts advising members of the public that our transparency page/s are available.

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
34	Develop a style guide for corporate communications to ensure consistency and protocols for sign off by at least one member of SMB and bring in some measurement to evaluate positive and negative coverage of the service.	Service ethos and willingness to put themselves in harm's way to safeguard others is why held in such esteem by the public and command such respect. Diminishing this laudable dedication is naïve, demotivating and counter-productive.	All employees will feel proud of their role and the role of the fire and rescue service. This will support improved employee engagement, reduce staff turnover and support the Service's aim to be an employer of choice.	1 A revised 'Brand Book' will be developed, incorporating the organisation's values, communication protocols, standards and requirements, as well as visual identity guidelines for designers. This will be a key action following the review of the communications team.	2	Head of Corporate Comms	Within Existing Resources	From June 2016	In Progress The Service Strategy will be presented at the EFA meeting in June for approval. Following the Fire Authority meeting, the Strategy is being further developed. The communications team will support the roll out and engagement of this strategy after final approval of the Fire Authority in September.

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
35	After six months carry out a short independent review on progress.		Provide confidence to all stakeholders that the Authority is serious about using the review to drive through cultural change.	1 Review to be carried out in April 2016. Members to determine in December 2016 who should carry out the review.	2	EFA + Sir Ken Knight	The costs of the review are estimated to be between £5k and £10k	April - June 2016	Complete Sir Ken visited ECFRS on the 27 th and 28 th July 16 to review progress against the Cultural Review. This action will be closed with a potential new action added based on Sir Ken's findings.

Colour Key	
Completed Actions	
Actions Requiring Attention Up to 8 week time delay	
Actions Requiring Attention Up to 4 week time delay	
Actions On Target No, minor disruption, not started	

Priority Grading		
1	Urgent	Immediate action or decision is needed to address this recommendation
2	Important	A recommendation on which action should be taken at the earliest Opportunity
3	Routine	Routine or planned activity will satisfactorily address this recommendation