

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY**
Essex County Fire & Rescue Service



Meeting	Performance & Resources Board	Agenda Item	10
Meeting Date	29 July 2019	Report Number	
Report Author:	Colette Back, Assistant Chief Fire Officer - People, Culture and Values		
Presented By	Rick Hylton, Deputy Chief Fire Officer		
Subject	'Everyone Matters' Update		
Type of Report:	Information		

RECOMMENDATIONS

Members of the board are asked to note the content of the 'Everyone Matters' update, progress and associated actions.

BACKGROUND

'Everyone Matters' is the listening exercise that seeks to engage with every member of staff, it is the next phase of our professional and inclusive workplaces offer. It is intended to improve our working lives and offers every employee the opportunity to be heard, to share their thoughts on how we ensure this is the best Service it can be and to talk about their own wellbeing and how we can help them thrive in a positive culture. It is part of promoting a positive culture in the workplace.

Conversations are confidential (unless the employee says otherwise) and general feedback/themes are given to the Service Leadership Team at the end of every week.

These inform;

- Any opportunities to offer support,
- Any quick wins we can put in place to enhance working lives,
- An organisation diagnostic the helps to focus the future,
- The next part of our culture change strategy with valuing people at its heart.

OPTIONS AND ANALYSIS

The Everyone Matters team (provided by Real World HR), have met with circa 300 of our people from a range of stations, departments and duty systems. Their programme of visits is continuing and ongoing until October 2019.

Some early themes have been identified and shared with employees through the blog of Jo Turton, Chief Fire Officer and Chief Executive. An extract from the blog (below) shares the 'you said, we did' items:

You said	We did
More operational training wanted	We have committed to investing £1.4m in operational training, including new roles and capacity within the department
The operational promotion process is currently putting some people off applying for promotion	Taking on board your feedback, the Talent Pool Working Group are finalising the next phase of the Talent Pool process ahead of it being relaunched in September
You are concerned about crewing levels and the impact of riding with crews of four	We are currently recruiting to ensure we can provide the number of firefighters detailed in our establishment. This feedback is noted.
The volume of irrelevant emails on a daily basis is too high	Discussions to take place with departments who regularly send out daily emails to assess how necessary they are
You are still having difficulty finding information on the intranet, though the recent enhancements did improve it	Feedback noted, we are exploring options
You would like more station visits by managers (Group/Area Managers and SLT), including ad-hoc visits	We will publish the programme of station visits and take on board the feedback regarding more ad-hoc visits
'A day in the life of a colleague' was seen as positive by both support staff and operational staff	We will look to restart this initiative soon
We offer good support for colleagues during difficult times, including access to counselling, TRiM and physio	We will continue to offer this

NEXT STEPS

The listening exercise continues until September 2019. In October 2019, we will receive from Real World HR:

- A comprehensive organisational diagnostic based on feedback received relating to the now (not history), that focuses on the future,
- Identified quick wins by watch, station and department to create short term actions and momentum,
- A structured set of actions recommended over time periods, that will allow organisational progress to be maintained, sustained and monitored
- A transformation strategy that has staff health and wellbeing at its heart that pulls existing and new activity together for ongoing delivery over the medium to long term.

In the meantime, as themes emerge, we are taking action (as detailed above in 'you said, we did'). The diagnostic and associated recommendations will form part of our cultural change next steps.

BENEFITS AND RISK IMPLICATIONS

The feedback from our people, through Everyone Matters, is key part of our next phase of culture change and promoting a positive culture in the workplace. It is part of providing a place of work where employees feel safe and are heard. It is a way of hearing and delivering benefits that enhance working lives. The feedback will ultimately provide us with a diagnostic that helps to focus the future.

The exercise is part of mitigating risk SRR1500019, *'There is a risk that due to the absence of a positive and supportive culture the Service fails to provide a safe and inclusive culture which ensures the well-being of staff and contributes to attracting a diverse workforce'*.

FINANCIAL IMPLICATIONS

There is a resource cost in two ways:

- Funding Real World HR to provide the capacity to run the exercise,
- Releasing our people to be part of briefings and to have a conversation with the team.

EQUALITY AND DIVERSITY IMPLICATIONS

The listening exercise is part of providing a safe and inclusive culture which ensures the well-being of staff and contributes to attracting a diverse workforce.

WORKFORCE ENGAGEMENT

The team continue to fully engage with all staff and stakeholders. Themes from Everyone Matters have recently been shared via the intranet and 60 second briefs.

LEGAL IMPLICATIONS

None specific to this report.

HEALTH AND SAFETY IMPLICATIONS

None specific to this report.