



Meeting	SLT and PFCC Strategic Board	Agenda Item	4b
Meeting Date	27 August 2019 (SLT) 17 September 2019 (PFCC Strategic Board)	Report No.	228
Report Author	Colette Black with Jenny Smith		
Presented By	Colette Black		
Subject	Continued Culture Change Strategy		
Type of Report	Decision		

RECOMMENDATIONS

Members of the Strategic Board are asked to approve the continued culture change strategy set out below.

BACKGROUND

Our aspiration is to be the best Fire and Rescue Service in the Country, and to achieve this aspiration we will:

- Be an employer of choice
- Be a hotbed of talent and innovation
- Do the basics beautifully
- Know our unit costs and the value of our services
- Have focus on continuous improvement
- Be externally focussed, community based – workforce and service delivery
- Be present and future focussed
- Help employees feel safe and valued, have a voice and are heard
- Have a national and international profile
- Be visible and valued by people of Essex for making Essex a safer place

This requires our positive kinder culture to keep on developing. We know that when our people are genuinely valued in the workplace, they are more likely to be committed and active advocates of the Service.

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

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

Further to the Fire and Rescue Service Plan, all our aspirations are linked to our culture. In particular:

- Being a hotbed of talent and innovation
- Helping employees feel safe and valued, have a voice and are heard
- Doing the basics beautifully

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

The change that has already been achieved was set out in the 'Culture Change Update' paper presented to the Audit Committee in July 2019; this is attached for information at appendix 3. Culture Change is a priority that is monitored and evaluated by our People Strategy Board.

OPTIONS AND ANALYSIS

The underpinning principles of our approach are;

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

Benefits and Risk Implications

The next part of this paper covers the following:

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

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

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

Continuous improvement

Our people will feel that they can do their best work and make a meaningful impact on ECFRS to make the Service the best it can be, and that this is recognized and rewarded.

To do this we will:

- Develop an infrastructure and mechanisms that enable teams and individual staff to unlock issues and develop innovative ideas,
- Encourage people to speak out on areas and issues for improvement, with clarity on “what good looks like”,
- Ensure that a framework exists to ensure ideas for improvement are captured, assessed and evaluated,
- Recognise the individual or team involved in every idea that is developed and adopted

Being a hotbed of talent and innovation

Our people will feel that ECFRS is a place of opportunity, where talent is recognised, proactively supported and development is encouraged at all levels.

To do this we will:

- Build a strategy to develop a diverse, engaging and highly visible leadership and management community as a key determinant of the culture we wish to achieve,
- Develop the skills of our leaders and managers to improve teamwork and performance, and thereby develop a culture of high performing and empowered teamwork,
- Explore opportunities such as a direct entry scheme and accelerated internal development to address recruitment challenges,
- Develop a suite of tools and processes to support all our people to develop and assess their skills in a way that benefits the Service and their own career goals,
- Develop approaches for early identification for active management of our talent pipeline – both internal and external,
- Use our ‘Everyone Matters’ programme feedback to continue to drive our desired leadership culture.

Helping employees feel safe and valued, have a voice and are heard

Our people will feel that we value every person as an individual, and everyone feels able to participate, achieve their potential, and has a meaningful voice on matters that affect them.

To do this we will:

- Use our Dignity at Work Champion provision to ensure our people are able to contribute fully and are treated with respect,
- Use our feedback from Everyone Matters to further inform plans,
- Deliver Dignity at Work Phase 2 to address team bullying issues,
- Provide safe and trusted opportunities for two-way communication.

Doing the basics beautifully

Our people will feel that we have exemplary processes and approaches that embed our values; support them to do their work effectively; and support our aspiration to be an employer of choice in Essex.

To do this we will:

- Review the employee lifecycle with stakeholders to identify key touchpoints for both employee and manager,
- Ensure that at each of these key touchpoints the experience for both employee and manager is values and behaviours based, professional, effective and efficient.

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

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

When will we know that we have been successful?

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

FINANCIAL IMPLICATIONS

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

EQUALITY AND DIVERSITY IMPLICATIONS

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

WORKFORCE ENGAGEMENT

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

LEGAL IMPLICATIONS

None

HEALTH AND SAFETY IMPLICATIONS

None

High-level delivery plans - MAPPING ONLY – FULL PROJECT PLANS WILL HAVE TIMESCALES/OWNERS/MILESTONES

Work stream	Where do we want to get to?	Timeframe	Actions, enablers and nudges that support our change
Values and Behaviours	Our values are at the heart of what we do and how we do it	The next 0-12 months	<ul style="list-style-type: none"> • 'We are one team' HQ Day for our employees • On-Call new joiners event to recognise “we are one team” • Relaunch and expand on of ‘a day in the life of’ • Cross-team group to review our Values
		The next 12-24 Months	<ul style="list-style-type: none"> • Relaunch our values and build behaviours that underpin these – linked to the national leadership framework • Complete embedding Values in all policies and processes • Embed Service –wide event to celebrate “We are one team”
		The next 24-36 Months	<ul style="list-style-type: none"> • Values and Behaviours fully embedded in our practices, our language and our recognition of “what good looks like here”
Recognition	We recognise our colleagues who make our Service better – whether that’s through service delivery or living our values	The next 0-12 months	<ul style="list-style-type: none"> • Reward and Recognition ‘Celebrating our People’ event – revise to include more operationally focused awards and utilising ‘everyone matters’ programme feedback • Thank you Thursdays • Cross-team group to review our recognition approach
		The next 12-24 Months	<ul style="list-style-type: none"> • Continue to re-align Reward and Recognition to our values and priorities • Develop e-Thank you process for peer to peer feedback, aligned to Values and behaviours
		The next 24-36 Months	<ul style="list-style-type: none"> • Roll out and embedding of e-Thank you process for peer to peer feedback, aligned to Values and behaviours – feed into the formal recognition awards

Communication	Our communication is swift, open and trusted and has multiple ways to engage with people	The next 0-12 months	<ul style="list-style-type: none"> • Form Cross-team group to review how we communicate • Feedback from 'everyone matters' programme to inform group discussions
		The next 12-24 Months	<ul style="list-style-type: none"> • Explore social media channels for internal and external engagement – linked to Service digital strategy • Develop manager toolkit to better equip managers with the skills to communicate brilliantly with their teams
		The next 24-36 Months	<ul style="list-style-type: none"> • To develop further in line with Service digital strategy
Continuous improvement	Our culture is to continually improve our services and underpinning processes	The next 0-12 months	<ul style="list-style-type: none"> • Share the vision – managers briefing session • Create success stories to share • Recognise good examples of CI in our recognition approaches - • Start to use the language of CI in our communications • Investigate and test Suggestion “box” approaches
		The next 12-24 Months	<ul style="list-style-type: none"> • Fully implement Suggestions “box” approach • Recognise good examples of CI in our recognition approaches • Highlighting CI as a key ask in our recruitment and development testing
		The next 24-36 Months	<ul style="list-style-type: none"> • Agile and lean methodologies used in our project management approaches
Developing Manager Self Awareness	Our managers are individually accountable for the motivation, management and	The next 0-12 months	<ul style="list-style-type: none"> • Encourage self-reflection as part of 1:1 • Offer 360 feedback for talent pipeline as part of development conversations • Range of self-assessment tools made available • 1:1 toolkit and communications • Appraisal toolkit updated ready for annual appraisal meetings

	performance of our people	The next 12-24 Months	<ul style="list-style-type: none"> • Relaunch coaching and extend offer through Service, to include mixing staff from different backgrounds and groups as a feature of our leadership framework • Drive high-performing teams by developing tools and methodologies to enable performance conversations • Develop and implement tools to identify high performing individuals and nurture for talent pool
		The next 24-36 Months	<ul style="list-style-type: none"> • Frequent 2-way feedback at all levels to develop a culture of openness, self-awareness, reflection and development • Identify and implement development pathways to managers, focussing on improved teamwork and performance.
Recognising the benefits of reflecting the diversity of the communities we serve	We have an inclusive workplace that utilises the diverse talents of our workforce to provide a better service	The next 0-12 months	<ul style="list-style-type: none"> • Encourage self-declaration of diversity data on our people systems • Manager awareness sessions on getting the best from people using our diversity data • Equality review of our recruitment and progression approaches • Inclusion & Diversity delivery group to share and highlight information • Thank you Thursdays and Charity Tuesdays
		The next 12-24 Months	<ul style="list-style-type: none"> • Consult employee networks on community engagement opportunities and service delivery changes to ensure we make informed decisions and capture a range of views and ideas to maximise opportunities. • Implement a programme of holistic community engagement in order to maximise the benefits to the Community and the Service. (e.g. consistently sharing Prevention, protection and recruitment messages when engaging with minority communities)

Being a hotbed of talent and innovation	We are considered an exemplar for recognising and developing talent		<ul style="list-style-type: none"> • Work alongside station management to ensure station Open Days are able to attract a diverse range of people from the surrounding community
		The next 24-36 Months	<ul style="list-style-type: none"> • Recruitment & Talent Pool assessments to include a combination of ECFRS employees and independent assessors from partner agencies or the community to reduce bias. • This work-stream will continue to evolve in line with the Inclusion and Diversity Strategic plan
		The next 0-12 months	<ul style="list-style-type: none"> • Scope and re-launch strategic level talent pool in line with revised leadership framework • Amend appraisal and talent pool processes to reflect revised leadership framework • Re-align external attraction and recruitment approaches to include better utilise social media, Jobcentre Plus, CFOA and NFCC. • Implement a best-practice Apprenticeship and Internship programme, with focus on increasing diversity. • Create an overarching 2-3 year plan to develop a leadership community that is increasingly diverse and highly engaged. • Proactively offer student placements as part of our social connection / external partnerships
		The next 12-24 Months	<ul style="list-style-type: none"> • Roll-out full leadership framework package including assessment centres and new appraisal approach • Targeted interventions for the 5-10% employees identified as hi-potential employees – ‘fast-tracking’ • Explore community-based recruitment routes to reconnect with our social purpose through wider inclusivity • One year external secondments offered

		The next 24-36 Months	<ul style="list-style-type: none"> • Exploring partnerships for learning and innovation – (in line with collaboration strategy)
<p>Helping employees feel safe and valued, have a voice and are heard</p>	<p>I am able to speak up on things that matter to me – and I'm listened to when I do.</p>	The next 0-12 months	<ul style="list-style-type: none"> • Ongoing comms and actions around 'Everyone Matters' • Launch of next phase of Dignity at Work training • 1:1 Appraisal conversations developed to cover wellbeing and recognition better • Introduce a range of staff networks, channels, forums and opportunities • Introduce a suggestion scheme • Visibility and clarity on the role of the Dignity at Work Champions and how to access them
		The next 12-24 Months	<ul style="list-style-type: none"> • Engagement survey revamped and revitalised • Encouragement for active participation in a range of forums contributing to organisational development • Process developed to support improved completion of People impact assessments for all new policies, policy updates and projects, and ensuring these are informed by Staff Networks as well as Representative Bodies.
		The next 24-36 Months	<ul style="list-style-type: none"> • Continue to drive for increased Staff survey engagement, satisfaction and participation levels through "You said, We did" and other feedback opportunities • Provide Reverse mentoring opportunities within the Service, in particular for senior managers to influence cultural change projects and decisions

<p>Doing the basics beautifully</p>	<p>It is easy to get things done here</p>	<p>The next 0-12 months</p>	<ul style="list-style-type: none"> • Map employee lifecycle and identify key touchpoints of frustration for employee or manager • (Initial ‘threshold moments’ have been identified as induction and recruitment): • Improve quality of Pre-employment and materials – and make values based • Review of recruitment processes to improve experience (speed and quality) • Reframe our induction – more SLT involvement, punchier and using more push/pull information approach, and welcoming new people to a service we’re proud of.
		<p>The next 12-24 Months</p>	<ul style="list-style-type: none"> • Review and process re-engineer the remaining lifecycle ‘points of frustration’ to embed slick processes
		<p>The next 24-36 Months</p>	<ul style="list-style-type: none"> • Continue to promote behaviours e.g.: <ul style="list-style-type: none"> ○ Keep promises – do what you say you will ○ Be punctual ○ Be outcomes focussed ○ Take accountability

SUCCESS CRITERIA

When will we know that we have been successful?

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

1.	Members of Service Leadership team (SLT) provides a clear vision of the overall direction of ECFRS	13.	I receive feedback on my work
2.	I feel supported in my role	14..	Senior managers do what they say they are going to do
3.	I am encouraged to suggest new ideas for improvements	15.	I have confidence in the future of ECFRS
4.	People communicate openly here regardless of position or level	16.	I trust the Service Leadership Team (SLT)
5.	I have seen action being taken as a result of the previous staff engagement survey	17.	Bullying, harassment and discrimination are not tolerated at ECFRS
6.	Morale in my immediate team/watch is generally high	18.	I feel able to make decisions without fear of being blamed if things go wrong
7.	Different parts of the Service work well together	19.	ECFRS promotes a culture of openness and transparency
8.	I have the right opportunities to learn and grow at work	20.	I feel ECFRS treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age
9.	My last appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well	21.	I am proud to say I work for ECFRS
10.	I have received the right development to perform my management role well	22.	Working here makes me want to do the best work I can
11.	In the last week, I have received thanks or praise for doing good work	23.	If asked, I would recommend to friends and family that ECFRS is a good place to work
12.	I feel valued and recognised for the work that I do by senior managers	24.	I care about the future of ECFRS

Appendix 3 - Culture Change Update' paper presented to the
Audit Committee in July 2019