

## Culture Update – June 2019

### Prepared for Audit Committee

As described in the Police, Fire and Crime Commissioners 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

In the first six months of 2019, there are a variety of actions that we have taken to promote and embed a kind and positive culture. The update below outlines the activity undertaken, provides some detail and the outcomes of the activity.

Activity	Detail	Outcome
<b>Everyone Matters listening exercise</b>	<p>‘Everyone Matters’ is the listening exercise that seeks to engage with every member of staff.</p> <p>It is intended to improve 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 them to thrive.</p>	<p>We are mid-way through this programme. To date, Everyone Matters has:</p> <ul style="list-style-type: none"><li>• c.250 people briefed</li><li>• c.200 people have taken the opportunity of 121 meetings</li></ul> <p>So far, the positive themes are:</p> <ul style="list-style-type: none"><li>• Staff enjoy the job itself and are proud to work for the Fire Service</li><li>• Operational staff like the shift system</li><li>• Operational appliances, equipment and PPE are good quality and well maintained</li><li>• Operational staff positive about Chief Fire Officer and Chief Executive</li><li>• Positive feedback on new SLT members visiting KP departments</li></ul>

	<p>The feedback and themes from 'Everyone Matters' are given to the Service Leadership Team, these inform;</p> <ul style="list-style-type: none"> <li>• Any opportunities to offer support</li> <li>• Any quick wins we can put in place to enhance our working lives</li> <li>• An organisation diagnostic the helps to focus the future</li> <li>• The next part of our strategy with valuing people at its heart - longer term plans to deliver actions that are needed</li> </ul>	<ul style="list-style-type: none"> <li>• People based from KP appreciate the facilities and environment</li> <li>• 'A day in the life' seen as positive by both support staff and operational staff</li> <li>• Good support for people during difficulties</li> <li>• Positive feedback on the Talent Pool team</li> <li>• Positive feedback regarding Inclusion and Diversity support</li> <li>• Pay team is helpful and explain actions well</li> <li>• Like their immediate teams</li> <li>• Like the flexibility – flexible hours, working from home or stations</li> <li>• Positive about new SLT</li> <li>• Behaviours have improved <ul style="list-style-type: none"> <li>○ Less 'us and them' between support staff and stations (but not universal)</li> <li>○ Some support staff feel more valued (but not all)</li> </ul> </li> </ul> <p>The development Themes are:</p> <ul style="list-style-type: none"> <li>• More operational training wanted, particularly refresher training</li> <li>• Operational promotion process: concerns re PQA approach and lack of operational focus</li> <li>• Crewing levels, the impact of riding with crews of 4</li> <li>• Volume of 'irrelevant' emails: mainly about IT system availability which may be system-generated</li> <li>• Ability to find information on the intranet (specific mention of policies and training packs). Acknowledged the intranet is improving but search functionality is still not effective</li> <li>• Wish to have more station visits by managers (Group and Area Managers and SLT); some are not aware that there is a programme of station visits and more ad-hoc visits would be appreciated</li> </ul>
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<b>Policies</b>	<p>Complaints, Compliments and Whistleblowing Policies</p> <p>Grievance policy</p>	<p>Policies created, consulted on and adopted.</p> <p>Existing policy affirmed by ACAS review in 2016, policy now being reviewed to ensure it fully encompasses our approach to resolution.</p>
<b>Peer Review and Anecdotal feedback</b>	<p>The Peer Review took place in late October 2018. Since then we have been working to action feedback from the Review.</p> <p>The ongoing anecdotal feedback we hear from our people continues to echo some of the positivity around culture that the Peer Review Team describes.</p>	<p>Feedback from Peer Review.</p> <p><i>Staff throughout the organisation are proud of the Service; there is a definite feeling of excitement, but also impatience for the changes to take place. It is essential the SLT begin to progress the changes now to keep the momentum Jo’s leadership has brought. Staff are waiting for the new SLT to provide that leadership and direction.</i></p> <p><i>Throughout the visit some of the quotes we heard were:</i></p> <p><i>“The energy in the organisation feels more positive”</i></p> <p><i>“People want the Service to do well and they will respond well to change”</i></p> <p><i>“Jo has made a difference – a real breath of fresh air”</i></p> <p><i>“The Service is a different place now”</i></p>

		<p><i>“SLT -- recognise that you have a bright future and have the courage to do what’s needed”</i></p> <p><i>The vast majority of staff that we spoke to felt that there were real signs of change in the organisation. The appointment of the new Chief Executive/Chief Fire Officer has been widely welcomed. Staff like her style of engagement, feel she listens and trust that she will deliver the changes that are needed.</i></p> <p>This type of feedback continues to be received.</p>
<p><b>Recruitment</b></p>	<p>We believe that when our internal and external recruitment processes are open, fair and honest, we attract and retain people with the skills we need.</p> <p>In 2018 and 2019 our whole time firefighter campaigns had a focus on positive action. This is making a difference to our outcomes.</p> <p>Positive action included:</p> <ul style="list-style-type: none"> <li>• Targeted information sessions and taster days</li> <li>• Contact with places of worship with a high ethnic minority attendance</li> <li>• Facebook targeted campaign</li> <li>• Cognisance of diversity within certain postcodes</li> </ul>	<ul style="list-style-type: none"> <li>• Women entering firefighting roles in 2018 – 10.2% of our new 2018 entrants</li> <li>• Women entering firefighting roles in 2019 – we are mid-way through our campaign but early statistics suggest that female new entrants will increase</li> <li>• Firefighters from an ethnic minority background increased from 2011 to 2018 from 1.6%-2.1% of all firefighters</li> <li>• 8% of all new joiners in 2018 were from an ethnic minority background.</li> </ul> <p>Analysis of 2018 statistics has helped to inform the type of action we undertake in 2019. For example:</p> <ul style="list-style-type: none"> <li>• In 2018, our website received 10,633 visits from 9,241 visitors. 86% of females that visited our website went on to start applying for a role with us.</li> <li>• Female only targeted campaigns were use; our “Attitude” creative outperformed the “Fitness” message, driving 509 clicks.</li> <li>• On Twitter videos were the most effective media and Twitter was most effective at reaching an interested audience of any channel.</li> <li>• Overall females performed better than their male applicants at both the PQA application stage and Interview stage whilst males performed better during</li> </ul>

	<ul style="list-style-type: none"> <li>• Attendance at events aimed at under-represented groups</li> </ul> <p>We are aware of the potential for bias in recruitment and, as a result, ensure that all of our 48 assessors have had unconscious bias training.</p>	<p>the Physical assessments. Both genders performed almost equally across the online tests.</p> <ul style="list-style-type: none"> <li>• Females didn't perform as well on the Bleep Test and Ladder Lift whereas males didn't perform well with Manual Dexterity assessment.</li> </ul> <p>These insights helped us to plan our 2019 positive action.</p>
<p><b>Inclusion and Diversity Delivery Group</b></p>	<p>A Delivery group has responsibility for delivery of the Inclusion and Diversity Action Plan working with Heads of Departments to deliver actions.</p> <p>The meeting agenda covers:</p> <ul style="list-style-type: none"> <li>• Concerns and Celebrations from all reps</li> <li>• Equality Objectives KPI updates</li> <li>• National and Regional updates</li> <li>• Upcoming Events and Awareness Dates</li> <li>• Policy &amp; Guidance changes</li> <li>• Equality Impact Risks Learning and Development opportunities</li> <li>• HMICFRS</li> <li>• IRMP &amp; Fire &amp; Rescue Plan</li> </ul>	<p>The Delivery Group, chaired by our Chief Fire Officer and Chief Executive, has begun to meet and to work together.</p> <p>It will, once fully recruited to, have representation from the following:</p> <ul style="list-style-type: none"> <li>• Women's Forum</li> <li>• Dignity at Work Champions</li> <li>• Being</li> <li>• AFSA</li> <li>• Multi-faith Group (Including Chaplaincy)</li> <li>• Neurodiversity rep (lived experience)</li> <li>• Rep Bodies Equality reps</li> <li>• Parents &amp; Carers Network once established (Sept 2019)</li> <li>• Disability Network once established (Sept 2019)</li> </ul>

<p><b>Employee Support Groups</b></p>	<p>A range of support groups are already in place (as referenced above). The need for several new groups has been made clear, these are in the process of being formed:</p> <ul style="list-style-type: none"> <li>• Parents &amp; Carers Network once established (Sept 2019)</li> <li>• Disability Network once established (Sept 2019)</li> </ul>	<p>Members for the new groups are beginning to come forward. Existing groups are active and embedded.</p>
<p><b>HMICFRS</b></p>	<p>Nationally we are keeping pace with feedback from the inspectorate. We have reviewed the tranche 1 and tranche 2 reports and have taken particular note of the ‘people pillar’ feedback.</p> <p>We notice that the tranche 2 feedback around the ‘people pillar’ of inspection reflects a greater range of good practice – we are committed to accessing this good practice and to sharing our own good practice with others.</p> <p>We have prepared for our own inspection.</p>	<p>Strategic Briefing to inspectorate delivered on 24<sup>th</sup> June 2019. Fieldwork taking place in the week commencing 1 July 2019 and the hot debrief taking place thereafter.</p> <p>Ahead of inspection we have taken time to identify areas of work that we believe are good practice and the areas where we have more to do to reach good practice.</p> <p>Our focus, challenge and opportunities at the moment are:</p> <ul style="list-style-type: none"> <li>• Operational training – We have to ‘do the basics brilliantly’ to keep the public and our fire fighters safe and we know that we have a job of work to do to get our operational training where we want it to be. We have seen the positive impact that high quality, targeted training such as the new style casualty care training, has on our people feeling valued. We understand the challenges, have made a significant financial investment and own training as an organisational priority for SLT.</li> </ul>

		<ul style="list-style-type: none"><li>• On Call – The majority of fire cover across Essex is provided by on call firefighters so they are a high priority in keeping the people of Essex safe. It is essential that we match and honour the commitment of on call firefighters in doing all we can to value and support them. We made a significant financial investment in our on call development programme.</li><li>• ICT, data and systems - We know that some of our systems are not good enough and do not support our people to do their work. We recognise that there is an opportunity for improved efficiency and connectivity. Delivering data and systems improvements is now a major focus of our efficiency and innovation agenda and carries the aim that ‘the leading edge’ nationwide will be here in Essex</li><li>• Culture Change – Most of our revenue budget is on staffing. That means we are a business that depends on its people and we have to operate like one.</li></ul> <p>Stakeholder and anecdotal feedback tells us that it is beginning to look different and feel better for our staff. But for there to be real change, that is resilient and sustainable, to fundamentally change our narrative, we have to think differently about ourselves as well as people thinking differently about us and we can only do that with and through our people.</p>
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There is, of course, more to do. We are excited about this – we know where we are going and are committed to getting there.