



Meeting	Performance and Resources Board	Agenda Item	6
Meeting Date	18 December 2019	Report Number	
Report Author:	Colette Black, ECEO People Values and Culture		
Presented By	Colette Black		
Subject	Everyone Matters Listening Exercise		
Type of Report:	Information		

1. RECOMMENDATIONS

The Performance and Resources Board is asked to:

- 1.1. Note the content of the three reports:
 - i. Everyone Matters Summary of Themes (**appendix 1**)
 - ii. Local Issues – Departments (**appendix 2**)
 - iii. Local Issues – Stations (**appendix 3**)
- 1.2 Note the next steps (section 7).
- 1.3 Note the Managers Briefing presentation on Everyone Matters dated 9 December 2019 (**appendix 4**).

2. BACKGROUND

The ‘Everyone Matters’ listening exercise has been the next phase of the Service’s internal Professional and Inclusive Workplaces programme. Real World HR were engaged to provide capacity and independence so that every member of staff could be engaged with and their views sought.

The conversations have ensured that every employee has had an opportunity:

- a. To be heard
- b. To share their thoughts on how to ensure the Service is the best it can be
- c. To talk about their own wellbeing and how the Service can help them thrive

Conversations have been confidential and have been focused on wellbeing at work. Conversations have been based on appreciative inquiry, looking at what was going well as well as what is not.

There were two main areas of discussion, but participants were free to discuss whatever they wished in their meeting:

- d. Environmental stressors in the workplace, including what is going well, the frustrations and the little things that can become the big things.
- e. Practical actions that would help the individual thrive in the rest of their career in the Service.

We agreed that the output of the conversations would be an organisational development diagnostic. The approach has been the dialogic organisational development approach; dialogic organisational development is primarily aimed at emergent change. *“Change is based on the assumption that change is a continuous, open-ended and unpredictable process of aligning and realigning an organisation to its changing environment” (Burnes, 2009).* Emergent change requires innovation, improvisation and continued discussion.

3. PARTICIPATION

The Everyone Matters team had conversations over half of our people:

- 262 at on-call stations
- 250 on wholetime stations
- 180 in support departments
- 15 in station command
- 16 in fire control
- Total - 723

4. FEEDBACK

We have heard 13 themes from the Everyone Matters discussions with our people. Alongside the 13 themes, there is separate department-specific and station-specific feedback. Everyone Matters has provided feedback on the predominant views heard. Of course, predominant views does not mean all views, views are subjective and so what you read might not be your truth, or what you are seeing and hearing.

The feedback is being considered in several ways:

- i. Feedback across the Service e.g. the predominant views heard
- ii. Feedback locally e.g. by department/station
- iii. Quick wins/suggestions
- iv. Deeper root cause analysis

5. HEADLINES

The headlines from each Service wide theme are:

Positive feedback	- Pride
Stressors	- Capacity - Working relationships - Management of change - Recognition and reward - Wellbeing support - Communication - Recruitment - Training and development - Talent pool and promotion - Facilities and equipment - Policies and procedures - Fairness

6. OPTIONS AND ANALYSIS

We recognise the feedback that we have heard through Everyone Matters. We also recognise the headline from Real World HR that we are in a good place and that we are further ahead in our continued cultural development journey than we sometimes acknowledge. However, we are not at our final destination yet. There is more to do. We know where we have been, we know where we are now and we know where we are going.

In response to the Everyone Matters diagnostic, it is imperative that our people know that:

- a) We have welcomed and heard the views offered,
- b) That we are pleased that they took part and,
- c) We will incorporate their views in what we do next, particularly channelling the feedback into the 2020-2024 People Strategy.

The diagnostic suggests some next steps, which they have branded 'Shaping the Future'. They describe steps we might consider; they also recognise that some of the steps are ones we have already taken (for example, development of our Fire and Rescue Plan and Integrated Risk Management Plan). The suggested steps continue with a dialogic approach.

7. NEXT STEPS

Whilst it would be easy to read the report and provide action plans for every 'symptom' or suggestion in the feedback, this is not the preferred option. The great value in this feedback is in using it as intelligence that informs our People Strategy.

As a first step, we have asked managers to:

- a. Read the full documents; consider whether they agree priorities within the themes. We are suggesting Fairness, Capacity and Working Relationships.
- b. Speak to their teams to say:
 - i. We have welcomed and heard the views offered,
 - ii. Thank you for taking part in the conversations,
 - iii. We will incorporate those views in what we do next, particularly channelling the feedback into the 2020-2024 People Strategy,
 - iv. Share the Service wide themes,
 - v. Share local station/department headlines, these are particular to each team, action what they feel is appropriate at the right level, encourage personal ownership and accountability.
 - vi. Feedback to Colette at Colette.black@essex-fire.gov.uk any further feedback when you cascade.
- c. After digesting the full diagnostic, managers will be asked in February to engage further in the themes.
- d. Continue contributing to the People Strategy.

Our next People Strategy has multiple intelligence inputs as represented in figure 1 below.

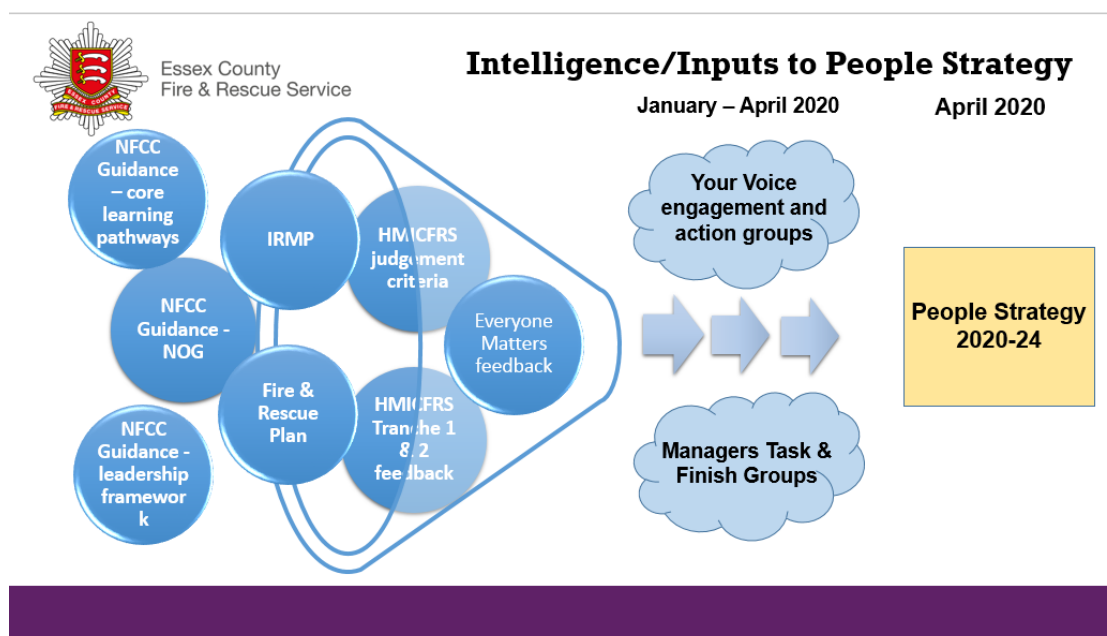


Figure 1

8. BENEFITS AND RISK IMPLICATIONS

The benefit of responding well to the diagnostic are greater levels of employee engagement and all that brings.

9. FINANCIAL IMPLICATIONS

There are no further financial implications.

10. EQUALITY AND DIVERSITY IMPLICATIONS

Any actions taken as a result of receiving the diagnostic should be

11. WORKFORCE ENGAGEMENT

Over half of our workforce engaged with an Everyone Matters conversation. The diagnostic has been triangulated with all representative bodies. The diagnostic was shared with Managers on Monday 9th December; managers are engaged in next steps.

12. LEGAL IMPLICATIONS

None specific to this report

13. HEALTH AND SAFETY IMPLICATIONS

None specific to this report