



Managers Briefing

9 December 2019





Everyone Matters

Colette Black

Assistant Chief Executive Officer
– People, Values and Culture





Essex County
Fire & Rescue Service

Background

Everyone Matters Listening Exercise – 723 conversations

It aimed to make sure that every employee had an opportunity to:

- be heard
- share their thoughts on how to ensure the Service is the best it can be
- talk about their own wellbeing and how the Service can help them thrive
- have a conversation that was confidential.



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Feedback

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



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Key Themes

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



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Next steps

- Priorities within the themes;
 - Fairness
 - Capacity
 - Working Relationships
- Task and finish groups
- Sharing themes with teams
- People Strategy

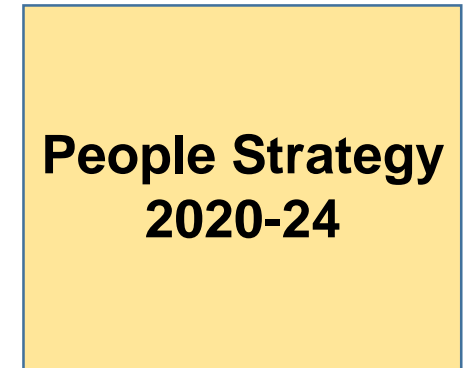
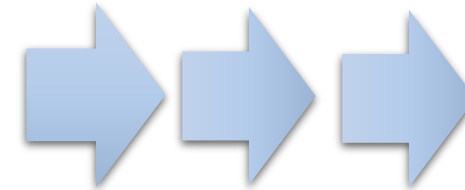
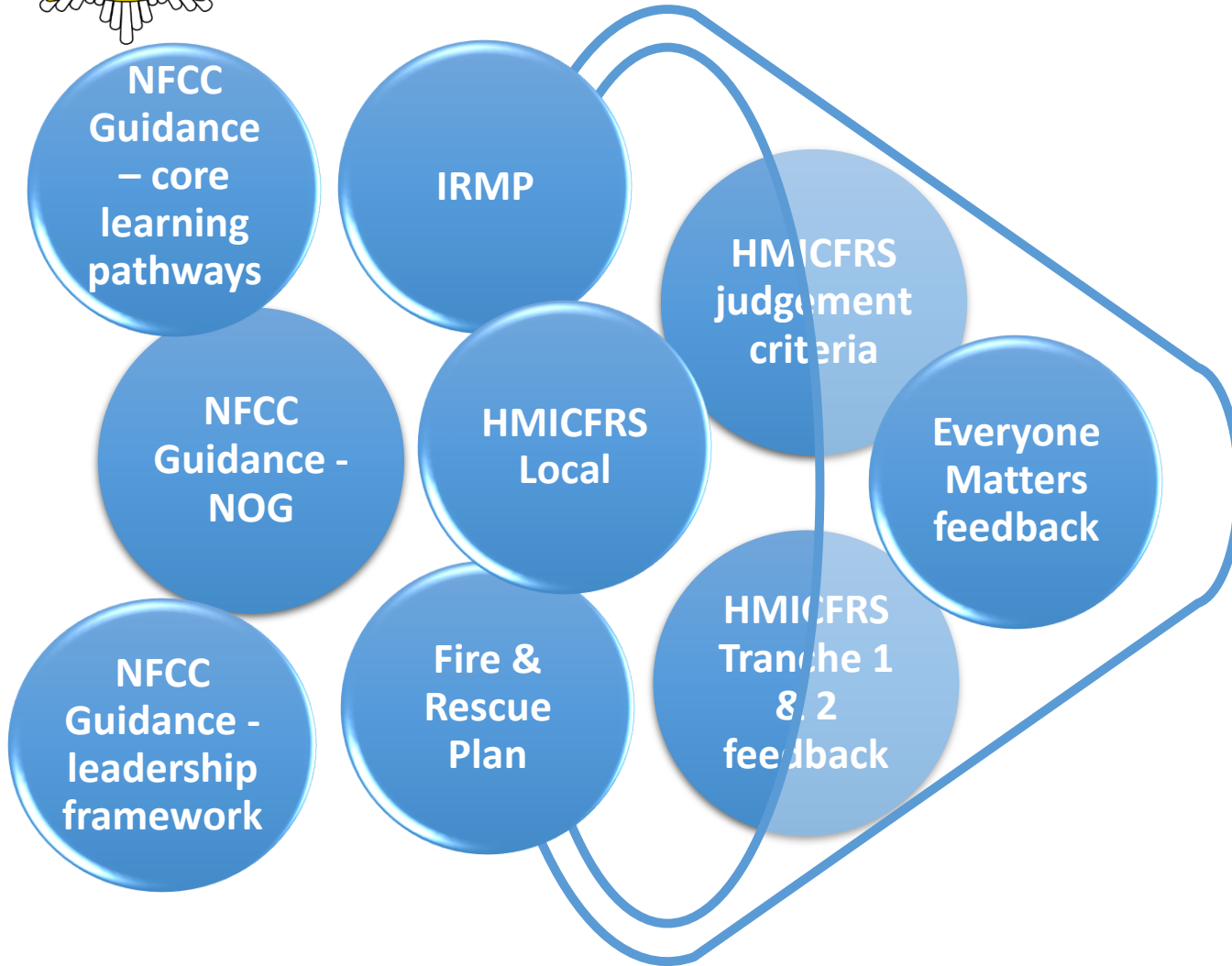


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Intelligence/Inputs to People Strategy

January – April 2020

April 2020





People Strategy Review

Colette Black

Assistant Chief Executive Officer
– People, Values and Culture

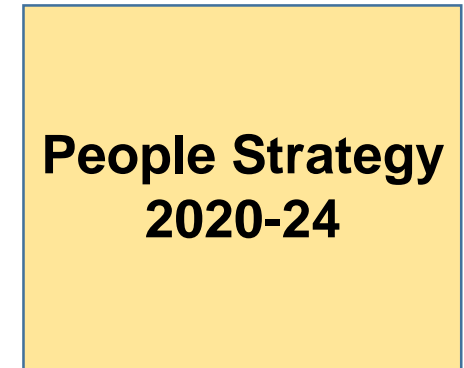
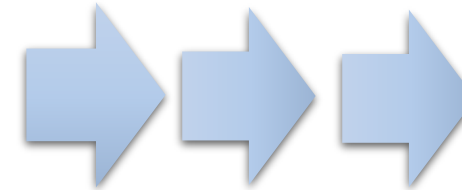
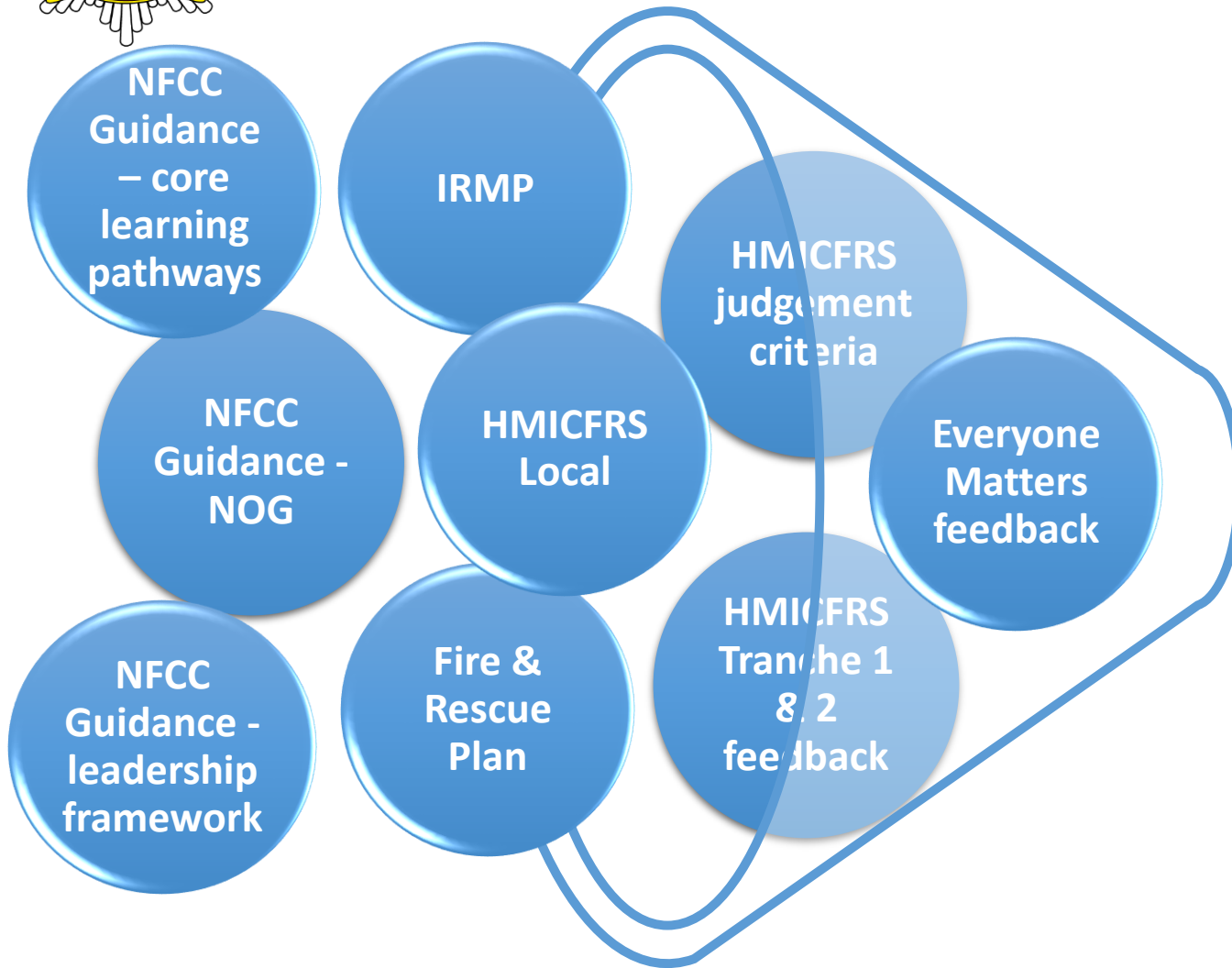




Intelligence/Inputs to People Strategy

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HMICFRS Input – Nationally

- 3.1 How well does the FRS promote its values and culture?
- 3.2 How well trained and skilled are FRS staff?
- 3.3 How well does the FRS ensure fairness and diversity?
- 3.4 How well does the FRS develop leadership and capability?



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HMICFRS Input – Nationally

Tranche 2 – Positive

- Prioritisation of health, wellbeing and mental health support.
- Health and safety culture
- Training provision is good
- Workforce planning is improving



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HMICFRS Input – Nationally

Tranche 2 – Development required

- Workforce diversity
- Exploiting technology
- Gathering learning to improve the service
- Values and culture as part of daily practice
- Statements outlining acceptable behaviours
- Training for managers in identifying signs of stress and poor mental health



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HMICFRS Input – Nationally

Tranche 2 – Development

- Control and oversight of the hours staff are working
- Robust recording of staff skills
- Excessive use of temporary promotions
- Provision for female firefighters
- Seeking and acting on staff feedback
- Application of grievance procedures



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HMICFRS Input – Nationally

Tranche 2 – Development

- Managing performance and developing leaders
- Fair promotion processes
- Investment in talent management



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HMICFRS Input – Locally

- **Sexism** – unchallenged by some managers
- **Neurodiversity** - Managers lack of awareness of how to support staff
- Some **poor behaviours** from grey to green book staff, and from wholetime to on-call.



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Fire and Rescue Plan – Promote a positive culture in the workplace

“To have a safe and diverse workforce who we enable to perform well in a supportive culture underpinned by excellent training.”



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Everyone Matters

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Early thoughts re principles

People centred approach to
use of technology

Simplification/adopt/adapt

People first in all that we do

Performance focus

Open, transparent, trust

Flexible use of reward and
recognition

Multi-strand communication

All duty systems/all terms
and conditions

Personal ownership and
accountability/self service

Empowering evidence based
decision making

People branding

Organisational design and
behaviours



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People Strategy Development





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Next steps

- Develop dimensions for remaining segments
- Share dimensions and approach with key stakeholders
- Collate feedback
- Finalise draft
- Approval from SLT and People Strategy Board
- Publish



Stakeholder engagement & approval

Dates	Action
w/c 25 November 2019	Consult with HR partners
w/c 2 December 2019	Area Managers, Assistant Directors, Group Managers to a People Strategy Review workshop
December 2019	Engagement
7 January 2020	SLT meeting
March 2020	Submission of paper to Strategy Board Strategic Board meeting
1 April 2020	Go live



Questions?

