



Essex County
Fire & Rescue Service

Continued development of our Culture

1. Conversations
2. Feedback received
3. Challenges
4. Next Steps



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Conversations

- Oxfordshire - Jason Crapper
- Staffordshire – Diane Dunlevey
- Lancashire – Initial meeting but unable to support at this time
- Brief was feedback on Cultural Plans – Continued Cultural Development Plan and People Strategy Action Plan
 - What could we learn from what other services have accomplished on their cultural development journey.
 - Are we missing anything – what should we do more/less of
 - Are we challenging ourselves enough/too much
 - Blind spots



➤ **Content**

- Impressed by detail and volume of action described in the plan
- Consider more in-depth peer feedback to do justice to the plan – OpA process through the LGA?

➤ **People Insight report**

- Response rate healthy and compares favourably with other FRS

➤ **Systems and data**

- Consider whether our systems are supporting all that we do – data forms a strong foundation

➤ **Operational Training**

- Plan covers response-based training only. What is there for prevention and protection? Consider whether to include training around inclusivity in mandatory prevention and protection training.

➤ **Working Groups**

- Are all staff groups represented – not the impression given



➤ **Community data**

- Is this utilised – Incident debriefs include demographic data and its impact

➤ **Talent Management**

- No content on positive action for internal candidates only external candidates – how are we developing minority internal candidates?

➤ **IRMP**

- What could ECFRS do for our Integrated Risk Management Plan to be built on basis of Equality, Diversity and Inclusivity culture?

➤ **LGA Plan**

- Is this the right plan for Essex? HMICFRS framework provides more specifically for Fire



➤ **Content**

- Amazed at content – how is the service managing to resource?
- Are you trying to do too much/spreading too thin – real depth to many of the actions

➤ **People Insight report**

- What is ECFRS reasonable timeframe for expecting to see improvements in the report
- Consider what more could be done in terms of communication – personal contact for communication

➤ **Culture Action Plan**

- Action plan feels very long term – appropriate for embedding proper culture change
- Feels focused on developing managers for the long term
- Focus on new staff
- Focused on broad mechanisms (recognition schemes) to communicate values
- All will take a number of years to bring about the change that is required
- What activity could help catalyst long term action to deliver more quickly



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➤ **Communication**

- Very important to get right
- More evidence of direct engagement between SLT and Teams
- Often messages are lost when relying on line management chains – prone to failure
- Reliance on written documents – many don't read to communicate
- SLT need to be more visible – develop better understanding of what staff are feeling

➤ **Leadership Development**

- Reference to 'Leading yourself' not apparent
- Incorporate the NFCC leadership framework – everyone has a role to play – staff development
- Direct engagement with teams to manage culture that is engrained – influences the development and behaviour of new staff
- ELP analogy – 'clean fish, dirty pool'



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Next Steps

- Review our People strategy action plans to take stock and to ensure feedback incorporated
- Use of community data – foundation for all that we do, is there more we could do?
- IRMP – are all elements of our IRMP focussed toward delivering an inclusive Service?
- Resourcing – do we have enough resource to cover the implementation of the content of the action plans going forward?
- Progress with Inclusive Employer Accreditation